

URBAN/MUNICIPAL

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MINUTES OF THE
BUDGET REVIEW COMMITTEE

MARCH 10, 1991-

MINUTES OF THE BUDGET REVIEW COMMITTEE

1991 03 10

Present: M. Lowe (Chairman Pro-Tem); Trustees Allen, Bishop, Darby, Desmarais, Hicks, Korz, Mason, Mulholland, Orban, Paquin, Rodgerson, Rogers, Stewart, Wilson and Cunningham.

Not Present: Trustees Hill, Johnston and Patenaude.

Officials

Present: K. Rielly, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
B. Sinclair, Superintendent of Human Resources
R. Orlando, Superintendent of Plant
N. Nicholls, Superintendent of Schools - Area 2
R. Binns, Superintendent of Schools - Area 3
P. Gillie, Superintendent of Schools - Area 4
G. Rutledge, Controller
S. Rogers, Assistant to the Secretary

In Mrs. Hill's absence, Mr. Rielly called the meeting to order and asked for nominations for Chairman Pro-Tem.

Moved by Mr. Korz:

That Mrs. Lowe be appointed Chairman Pro-Tem.

CARRIED.

Moved by Mr. Desmarais:

That this Committee continue to meet past 23:00 hours.

LOST.

Moved by Mr. Korz:

That the motion to continue past 23:00 hours be rescinded.

Mr. Mulholland challenged the Chair's acceptance of this motion, and the challenge was upheld.

The meeting then adjourned.

Read and confirmed,

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Chairman

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GOVERNMENT DOCUMENTS

**MINUTES OF THE
BUDGET REVIEW COMMITTEE
1991 04 03**

Present: S. Hill (Chairman); Allen, Baskin, Bishop, Clarke, Deans, Desmarais, Hicks, Johnston, Korz, Lowe, McWhinnie, Mulholland, Patenaude Barker, Paquin, Penner, Rogers, R. Stewart and Cunningham.

Not Present: Trustees Kennedy and A. Stewart.

Officials

Present:

- K. Rielly, Director of Education and Secretary
- A. Stockwell, Associate Director of Education
- P. Shewfelt, Superintendent of Finance and Treasurer
- D. Skidmore, Superintendent of Program
- B. Sinclair, Superintendent of Human Resources
- R. Orlando, Superintendent of Plant
- R. Kawai, Superintendent of Information Management Services
- M. Quinn, Superintendent of Schools - Area 1
- N. Nicholls, Superintendent of Schools - Area 2
- R. Binns, Superintendent of Schools - Area 3
- P. Gillie, Superintendent of Schools - Area 4
- D. Rothwell, Superintendent of Schools - Area 5
- R. Lavoie, Superintendent of Schools - French as a First Language
- G. Rappolt, Assistant Superintendent of Program (Curriculum)
- G. Rutledge, Controller
- S. Rogers, Assistant to the Secretary

Mr. Rielly called for nominations for Chairman of the Budget Review Committee.

Moved by Miss Cunningham:

That Trustee Hill be nominated Chairman of the 1991 Budget Review Committee.

CARRIED.

GENERAL

NEW BUSINESS:

Letter of Introduction

Mr. Rielly reviewed the Letter of Introduction, stating he believed that the budget binder contained the up-to-date information required for good decision making by the trustees and also that the officials have achieved the six percent mandate set by trustees. As a result of the ad-hoc budget review committee deliberations, he declared that the budget process is no longer an "annual event" but has evolved into a year-long planning process.

Budget Highlights

Mr. Shewfelt presented an outline (page 3) of the changes in revenues and expenditures to the Proforma Budget which have resulted in the current estimates contained in the budget binder. With the unexpected increase in grants and the \$3 million surplus, he reported a total levy of \$153,882,000 and a mill rate of 1%. Mr. Shewfelt indicated the officials have some proposals for consideration, and if approved would result in the restoration of nearly two million dollar's worth of reductions and the establishment of a \$4 million mill rate reserve fund; these would alter the mill rate from 1% to 4.9%.

Mr. Shewfelt identified the contents of the new pages included in the budget book as requested by trustees. He then reviewed the tentative meeting schedule and items to be discussed as outlined on page 4. Referrals scheduled for discussion on Monday 1991 04 08: Technology Studies Phase V and renewal of funding, Tree Planting Resolution, and a Report dealing with the change in areas from five to four. The Community School Program is scheduled for discussion at the Wednesday 1991 04 10 meeting.

Mr. Shewfelt then proceeded to review Exhibits A through F. Referring to the Budget Summary on page 1, he explained the 1991 estimates of \$265,780,000 represent a 7.1% increase in expenditures. With a balanced budget under revenues the resulting mill rate of 1.0% would translate into an increase of \$8.92 on the Average \$5,000 Assessed home, for a total cost of \$888.36.

Ms. Veerman, Budget Manager, then provided a commentary on pages 2 to 10 on the Summary of Increases/Decreases over the 1990 Budget.

In response to Miss Cunningham's request for clarification, Ms. Veerman detailed the increase in Elementary Student Grants from \$3,550 in 1990 to \$3,770 in 1991 and Secondary Student Grants from \$4,455 in 1990 to \$4,710 in 1991.

Restoration of Budget Reductions

Mr. Rielly recalled a recommendation to achieve the six percent mandate over a two year period during the Budget Review Process ad hoc committee deliberations. Due to a surplus and the improved grant situation, officials are strongly recommending the reinstatement of nearly \$2 million of reductions be considered to lessen the severe impact of the earlier \$6 million reductions upon schools and the system. When he requested Mr. Orlando to provide three or four examples of areas of reinstatement within his budget, Mr. Hicks voiced his concern about this procedure.

Mr. Hicks contended that trustees have not yet considered the \$6 million in budget reductions and he objected to a discussion on reinstating reductions, remarking that we are "getting ahead of ourselves". He expressed his satisfaction with the grants and revenues.

When Mrs. Lowe later supported Mr. Hicks' opposition to the procedure, Mrs. Hill agreed the proposed discussion was premature.

Other Considerations

Referring to recent newspaper articles citing proposed budget cuts of five Gifted Learning Resource Teachers (GLRTs), Mrs. Baskin demanded to know how information about budget reductions become public knowledge prior to approval by trustees. Stressing she was not talking about individuals but a situation which has resulted in community turmoil, Mrs. Baskin stated she found it very disturbing.

Mr. Rielly acknowledged his concern about the situation noting that such information was not contained in the budget book and he felt questions regarding staffing would require an in-camera session. He would, however, abide by the decision of the Chair.

Mrs. Hill called for the wish of the members regarding an in-camera session.

Moved by Canon Rogers:

That this meeting adjourn to an in-camera session.

LOST.

Stating the community had discovered the intention of the officials to recommend the elimination of the elementary GLRTs, Mrs. Baskin asked how this situation had occurred. When she remarked that the teachers had been advised they would not have jobs in the Fall, Mr. Rielly replied that her statement was incorrect and that no recommendation has come to the trustees with respect to this issue.

Noting this was the second incident of this nature, Mrs. Baskin asked when a recommendation would come before trustees, to which Mr. Rielly responded that a public report would be presented at the 1991 04 08 Budget Review meeting.

Both Trustee Baskin and Mr. Rielly apologized to the community for the upset caused by the leak of in-camera information. Mr. Rielly added that the officials do not make public any recommendations until approved by trustees.

In discussing the personnel priority package, Mrs. Bishop recalled trustees gave direction to the officials to contact employees whose jobs may be in jeopardy and Mr. Rielly confirmed that this was his recollection. However, he noted that whenever redeployment or layoffs of personnel had been considered, the employee was always advised of the recommendation prior to it becoming public at Board. He concluded that no one has been informed they would lose their jobs.

He clarified for Mrs. Bishop that a report regarding the number of areas and the ensuing reductions would be presented at the 1991 04 08 Budget Review meeting.

At Miss Cunningham's suggestion, Mr. Rielly assured trustees that in any recommendation either before trustees or coming forward, none involved job loss, although redeployment would be recommended.

When commenting on personnel reductions, Miss Cunningham requested that trustees be advised of the number of jobs being cut that were "on the books but not filled" and the number of actual people that have been affected.

Referring to Mr. Rielly's assurance that no employee would lose a job, Mr. Allen noted that there was the potential for the community school program to be discontinued with the loss of three positions.

Mr. Rielly answered the members that any recommendation dealing with this program could not be discussed until after the presentation scheduled for the 1991 04 09 Operations Management Committee meeting.

Acknowledging his understanding of the community school situation, Mr. Allen then alluded to the "leak" with respect to the Gifted Program and suggested another possible consideration.

Mrs. Baskin commented that her concern with the Gifted Program centered on the children, not job losses, and added that the program is mandated and has an appeal mechanism for the children.

Mr. Rielly endorsed her viewpoint stating all officials would support her concern for children and gifted children.

Mrs. Hill confirmed for Mrs. Lowe that discussion of the priority personnel package had been at a public meeting and Mr. Reilly briefly recalled the discussions.

Assuring the community that the budget binder does not presently indicate any reductions to the Gifted Program, Canon Rogers suggested they wait for the report scheduled for Monday.

Mr. Rielly agreed, noting that recommendations presented Monday evening would precede recommendations from the Program Review Gifted Action Team.

Mrs. Baskin commented that if the reduction of five GLRTs was to be presented separately from the information contained in the budget binder, she could see no improvement in this new budget process.

Mr. Hicks assured Mrs. Baskin the new budget process would result in changes. He agreed there has to be some clarification on the issue of GLRTs and stressed the need for extreme care in matters of confidentiality. He pointed out that such a leak could also come

from the system. Noting the community's reaction, he reminded trustees that they were responding from a program standpoint, as well as budget. He acknowledged that a Gifted Program Review was underway and understood there were concerns with the program; however, he concluded those concerns would be handled responsibly, with community input through the Gifted Review Action Team.

Mrs. Bishop expressed her appreciation for the additional information included within the budget book. Noting the areas of large increases, particularly in transportation, she remarked on the establishment of a transportation ad-hoc committee. She congratulated officials on the very clear presentation of the budget.

To Mrs. Lowe's inquiries regarding the surplus and the unexpected grants, Mr. Shewfelt replied that with the exception of last year's deficit, Board year-end surpluses have ranged from \$500,000 to \$3 million. He was not, however, in a position to indicate whether these grants were a "one shot deal". He appreciated the frustration of the trustees, but outlined his earlier reasons for lack of optimism were based on such indicators as the Treasurer's Report and the transfer payments to the Province. He then explained how the Ministry calculates payments based on assessment and his belief that as growth in Hamilton was .2%, Hamilton was deemed to be "assessment poor" effecting a \$2.5 million increase. Referring to the pooling increase from \$230,000 to \$800,000, Mr. Shewfelt surmised this increase may have resulted from a Board presentation made to Queen's Park as well as Ministry promises that no Board would suffer under pooling. He concluded by noting that his counterparts in other Boards experienced a similar increase in pooling revenue.

Mrs. Lowe discerned that these increases represent adjustments which are not likely to occur next year and cautioned the trustees against moving away from the 1% budget increase. Mr. Allen was supportive of her direction, commenting that a 19% increase over two years is still a large increase.

In response to questions by Mr. Mulholland, Mr. Shewfelt advised that a further reduction of \$1.5 million would be necessary to reach zero percent. With regard to the Dofasco Appeal, he stated that the \$1.2 million is to supplement the existing reserve, pending the decision on this case.

There being no further questions, the meeting adjourned.

Read and confirmed,

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Chairman

MINUTES OF THE
BUDGET REVIEW COMMITTEE
1991 04 08

JUN 3 1991

GOVERNMENT DOCUMENTS

Present: S. Hill (Chairman); Trustees Allen, Baskin, Bishop, Clarke, Deans, Desmarais, Hicks, Johnston, Kennedy, Korz, Lowe, McWhinnie, Mulholland, Paquin, Patenaude Barker, Penner, Rogers, R. Stewart and Cunningham.

Not

Present: Trustee A. Stewart.

Officials

Present: K. Rielly, Director of Education and Secretary
A. Stockwell, Associate Director of Education
P. Shewfelt, Superintendent of Finance and Treasurer
D. Skidmore, Superintendent of Program
B. Sinclair, Superintendent of Human Resources
R. Orlando, Superintendent of Plant
R. Kawai, Superintendent of Information Management Services
M. Quinn, Superintendent of Schools - Area 1
N. Nicholls, Superintendent of Schools - Area 2
R. Binns, Superintendent of Schools - Area 3
P. Gillie, Superintendent of Schools - Area 4
D. Rothwell, Superintendent of Schools - Area 5
R. Lavoie, Superintendent of Schools - French as a First Language
G. Rappolt, Assistant Superintendent of Program (Curriculum)
G. Rutledge, Controller
S. Rogers, Assistant to the Secretary

Mrs. Hill called the meeting to order.

GENERAL

NEW BUSINESS:

Referrals:

a) Tree Planting - Resolution from City Council

Mr. Orlando explained that the Plant Department has a tree planting program and money is allocated for this purpose within line 8 of the budget. He advised that City Hall has been informed that this practice has been in place since 1988.

It was agreed:

That the resolution from the City Council re tree planting be received for information.

b) Technological Studies Phase V and Renewal Funding

Ms. Rappolt reviewed the report with the following recommendations:

.That \$280,000 be placed in the 1991 budget to implement Year Five of the Hamilton Board of Education Technological Studies Plan.

.That long-range program planning for Technological Studies continue in consultation with Superintendents of Schools and the Plant Department, through the Accommodation Committee.

.That \$180,000 be placed in the 1991 budget in order to access the Provincial Renewal Funding for new equipment for three secondary schools.

. That \$150,000 be placed in the 1991 budget for the designated schools to install the equipment purchased.

Mrs. Hill pointed out that as the money for these recommendations was included in the budget and could be approved as part of the total budget, no motion was necessary.

Proposed Area Re-organization

In presenting the report, Mr. Stockwell recommended dealing with the Staff Reductions and Reallocation Report (page 14) after consideration had been given to the physical boundaries of the areas. He then proceeded to outline the principles used to assess the four models

and the advantages/disadvantages of each model. Of the remaining staff after the proposed reductions, Mr. Stockwell recommended that they be divided between the two lower city areas in an attempt to continue to provide the present level of services. Relative to the recommendation of Model #4 within the report, Mr. Stockwell advised it had the unanimous support of the Superintendents of Schools and Program.

Moved by Mr. Stewart:

That the following recommendations regarding the proposed Area Re-organization from Five to Four Areas be approved:

a) That Model #4, dividing both the Lower City and the Upper City into two areas on an east-west basis, be implemented effective September 1, 1991.

b) That within Model #4, King George Elementary School be amalgamated within the boundaries of Lower City West (Area 1) and the student enrolment figure for Sanford Avenue School (page 12) be listed under Lower City West.

Mr. Stewart commented that as Prince of Wales School is a feeder school for King George, it would be logical to place them in the same area. He also noted that Parkview, which is physically attached to King George is already included in Lower City West. With respect to Sanford Avenue, Mr. Stewart pointed out that on page 12 the student enrolment should be reflected under Lower City West (as shown on the map), and not under totals for Lower City East.

Trustees Rogers, Allen and Clarke supported the motion. Mr. Stockwell, responding to Mr. Clarke, confirmed that no other feeder situations similar to King George/Prince of Wales exist due to boundary changes. He noted that moving King George into Lower City West would create a better balance between these two areas with respect to elementary enrolment; however, the total enrolment then reflects a greater imbalance.

Citing his concern about the possible impact of a new Roman Catholic secondary school on Westmount and Sir Allan MacNab Schools, Mr. Hicks asked to be brought up to date on this situation.

Mr. Stockwell explained that the committee tried to deal with "known" facts. At the present time the enrolments of the two new elementary schools (Gord Price and Helen Detwiler) are not known, and neither is the impact of the new secondary school as queried by Mr. Hicks. Mr. Stockwell said he would be prepared to bring modifications back to the trustees once these schools are operational and the situation better understood.

The motion was put to a vote and was CARRIED.

Mr. Stockwell drew attention to the numbering and Superintendency of the four new areas.

Canon Rogers suggested that the Superintendents of Schools and the Area Offices would benefit through a periodic re-assignment of the Superintendents to new areas. Mrs. Clarke supported Canon Rogers' direction and took the opportunity to praise the work of Mr. Rothwell, who is retiring in June.

At this point in the meeting Mr. Rielly read a letter from Mrs. Carol Mason, representing the Association for Bright Children (A.B.C.), requesting trustees to postpone any decision pertaining to the proposed reduction of Gifted Learning Resource Teachers (GLRTs) until after the Association's presentation to the Personnel & Organization Committee on 1991 04 11.

Relative to the Staff Reductions and Reallocations Mrs. Baskin requested, and all trustees were provided, written information about the staff complement in the area offices. Citing the motion to eliminate an area, Mrs. Baskin stated that officials were not mandated to

change the complement of area offices, but to reduce staff from one area.

Mr. Stockwell recalled that during a budget presentation it was indicated that officials would reduce the area team by 10 people plus a further reduction of a Superintendent of Schools and the Area Supervisor. With respect to the reallocation of staff between the two lower city areas, Mr. Stockwell pointed out that reducing the number of areas does not reduce the need for service within the schools.

Out of the staff complement of 18 people in Area 5 office, Mrs. Baskin acknowledged the earlier request to reduce 10 people and suggested that with the reduction of the five Special Assignment teachers, there were three positions left to be cut. She opposed the reduction of five GLRTs, one from each area rather than all cuts being made from Area 5 staff.

Mr. Rielly commented that officials have the right to bring a report with recommendations to the trustees and he added that the money is still in the budget and would have to be deducted following the trustees' decision. With respect to the rationale pertaining to the five GLRT's, Mr. Rielly asked Mr. Skidmore to elaborate.

Mr. Skidmore first emphasized that bringing this recommendation to reduce the five GLRT positions did not detract from the importance of gifted education, nor reflect upon the personnel providing this program. In addition, it would not affect students deemed exceptional or self-contained classes. He related that many of the students being serviced in this program are students who are not later identified as being gifted, i.e., a number of children are receiving program enrichment. Noting that considerable in-service has taken place with regular classroom teachers on meeting students' needs, Mr. Skidmore said that this recommendation would be the least disruptive as the students would continue to receive quality instruction from the classroom teacher. He agreed there was a clear need to review and restructure the gifted program and that this recommendation reflects the analysis of the Program Department audit process.

Mrs. Baskin commented on the expectations being placed on the classroom teacher with respect to identifying and instructing both learning disabled and gifted children in addition to meeting the needs of the "average" students.

Mr. Skidmore commented that teachers, through in-service and with the support of the primary consultants, should be able to continue to provide enrichment for students, although he did not believe there would be the same level of service presently provided through the GLRTs. The intention is that not only the delivery of the Gifted Program but an analysis of roles would be undertaken in the review of this program, with a report to be presented at the June meeting of the Development Committee.

Having served on the original gifted task force, Mrs. Baskin disagreed with the suggestion that teachers can, or even want to, cope with learning disabled and gifted students in the same class. She suggested that a moratorium be placed on this recommendation until after the review of the Gifted Program in conjunction with the earlier request from Mrs. Mason, or that a reduction of only one GLRT be considered at this time. She also expressed her concern about the high drop-out and suicide rates of gifted children.

In response to Mrs. Deans' question, Mr. Skidmore advised that grants are received in the amount of \$272 per identified, gifted student, but that no student is identified until they are in the third grade.

At present, Mr. Mulholland stated that the five GLRT's are included within the budget, and suggested that upon approval of the Gifted Review in June, those teachers could be redeployed, if necessary.

While noting Mr. Mulholland was correct, Mr. Shewfelt drew attention to page 40 and the

provision for the reduction of 10 unspecified positions, as discussed at committee level.

Mrs. Hill clarified that, if the GLRT's were not reduced as recommended, there would be the necessity to find another five positions.

Mrs. Deans then asked for, and was advised of, the assignments of the five Special Assignment teachers. These were based on individual needs within each of the areas. She was opposed to the elimination of the GLRTs prior to the final report of the Gifted Review Team.

Mr. Rielly clarified for Mrs. Lowe that if the five GLRT positions were cut, these teachers would be reassigned to other positions, the teachers would not lose their jobs with the Board. The five Special Assignment teachers and the five GLRTs comprise the ten unspecified positions that received approval for elimination.

Mrs. Hill confirmed that the trustees approved elimination of 10 positions at the Special Personnel & Operations Committee meeting in February and discussion should centre on the ten positions that will be cut.

When Mrs. Lowe suggested that trustees were not conversant enough with the system to suggest ten other positions, Mr. Rielly agreed that this function was part of administration's responsibility and that the recommendation also represents budget reductions to achieve the mandate of 6% set by the trustees. Should the trustees not accept this recommendation, alternative recommendations would have to be made.

Understanding the parents' concern about the possible elimination of the program, Mrs. Lowe stated her understanding that delivery of the program will change and suggested dealing with this issue following the presentation.

In response to Mrs. Lowe's questions relative to reallocation of staff and a "phantom" area, Mr. Stockwell said that staff would continue the provision of services as in the past, however, the difference would be in their reporting function, i.e. staff would be divided between to lower city areas.

In response to questions by Mr. Mulholland, Mr. Shewfelt clarified that at the time the budget book was prepared, certain information was not available. Referring to pages 49 and 40, he indicated that five GLRTs and five Special Assignment teachers were budgeted for in 1990 and 1991 at the time the book was closed off. He indicated that as a result of the in-camera report of February 25, ten area resource team members were to be reduced, however, as noted on page 40 (b) these positions were unspecified. Should this recommendation be adopted, Special Assignment positions under (c) would be reduced from 6 to 1 and on page 49, Primary GLRTs from 5 to 0. These positions have been costed at \$500,000 or 40% for the fiscal year 1991.

Mr. Allen supported the proposed cut in the belief that the average student within the class who is not a behavioural problem nor an academic student, is overlooked and that there is no advocate to speak on their behalf. He believed the budget should be built to recognize the majority of students who are average within the system.

Miss Cunningham stated her expectation for a reduction of staff that would include all positions within the area office rather than a division of staff between the two remaining areas. She questioned the number of staff to be reduced and Mr. Stockwell explained that the 18 positions were: 10 area resource positions, Superintendent and Area Supervisor, plus positions to be redeployed. She commented that the classroom teacher is the prime teacher to be considered and the other positions could be lived without.

Mr. Rielly acknowledged that it had not been their interpretation that areas be reduced from 5 to 4 and all staff deployed. In consideration of the 6% mandate and the needs for

resource personnel in the city, he could not recommend eliminating all resource people from one area. He explained that in consultation with the Superintendent of Program and the Superintendents of Schools, this recommendation had been developed as the least harmful to the system.

Canon Rogers suggested that the \$500,000 be reduced elsewhere in the budget rather than from personnel.

Mrs. Bishop commented on the excellent job done by GLRTs but noted the limitations of the current situation. Citing the rigidity for qualifying for this program, she agreed a review was necessary to establish an improved, stronger delivery of this program. Referring to the Special Assignment teachers, she noted that consideration must be given to cutting programs, not just adding on. While supportive of the recommendation on the floor, she offered to table the motion until the community presentation scheduled for 1991 04 11. Mrs. Clarke also spoke in support of continuing the gifted program through improved delivery.

Mrs. Baskin continued to oppose the reduction of staff from across the City rather than the intended reduction of staff in one area and indicated her willingness to move, at the appropriate time, that the report be sent back to the officials to make recommendations based on the reduction of areas from five to four, i.e. reductions from one area complement.

Trustees Kennedy and R. Stewart supported the officials' recommendation as it resulted in reaching the 6% mandate.

At this point Mr. Rielly quoted the motion that was approved in regard to the change in the number of areas: "That the officials conduct a study to determine the number of areas required to effectively and efficiently co-ordinate the system and report back to this Board in January, 1991." He pointed out that the motion could have resulted in six areas, but that officials had returned with the four areas and the resulting recommendations.

Mrs. Deans admitted her confusion, stating that a 10-position cut was different from reducing from 5 to 4 areas. She suggested placing the five GLRT positions under Staff Re-Allocations as the needs have not been reduced.

Mr. Korz supported Trustees Baskin and Cunningham about the reduction of staff within one area, stating it was clear that the understanding of the trustees was the elimination of an area, not selective reduction of staff throughout the system.

Mr. Hicks stated that decisions should be made in the context of budget and the delivery of education to the student. Referring to the public reaction to high taxes, he warned against "add-ons" following the \$3 million windfall and future reductions in government payments. Although he agreed that the recommendation met the 6% mandate, he also understood that the trustees' intent had been to reduce to four areas.

With respect to the staff re-allocations, Mr. Hicks asked why the positions of Supervisory Foreman and two secretaries had been re-allocated instead of reduced.

Mr. Stockwell explained that the workload and the number of older schools in the lower city necessitated the position of Supervisory Foreman be divided between the two areas. Mr. Skidmore explained that the secretaries are needed to fulfil legal paper work necessary under Bill 82 in connection with Identification, Placement and Reviews (IPRCs). At present, this has been temporarily handled through central office but should be done through the area offices. Mr. Hicks commented that, as one trustee, he would consider eliminating these positions.

When Mr. Stockwell outlined for Mrs. Lowe that the five GLRTs are qualified teachers and would take on classroom assignments, reducing the number of staff hired this Fall, Mrs.

Lowe commented that, unlike private industry, the Board was not seriously making cuts.

Mr. Stewart opposed Mr. Hicks' suggestion to reduce the three positions.

Moved by Mrs. Baskin:

That the recommendations of the officials to cut five Gifted Learning Resource Teachers and five Special Assignment Teachers under Area Staff Reductions (Proposed Area Re-organization) be reconsidered by the officials in terms of the reduction of ten positions from one area and that they report back to Budget Review Committee on 1991 04 15.

Mr. Mulholland called the question.

The motion was put to a vote and was LOST.

Moved by Mrs. Bishop:

That the Report on Staff Reductions and Reallocations (Proposed Area Reductions) be tabled. LOST.

Moved by Mr. Stewart:

That the following recommendations from the Report on Area Staff Reductions and Reallocations be approved:

a) Staff Reductions:

- . 1 Superintendent of Schools
- . 1 Area Supervisor
- . 5 Primary Gifted Learning Resource Teachers
- . 5 Special Assignment Teachers

b) Staff Reallocations:

That the following staff be reallocated to the two lower city areas to attempt to continue to provide the present level of services:

- . 1 Supervisory Foreman
- . 1 Primary Consultant
- . 1 Junior Consultant
- . 1 Special Education Consultant
- . 2 Speech Pathologists
- . 2 Adjustment Counsellors
- . 1.6 Psychological Consultants
- . 1 Speech and Language Educational Assistant
- . 2 Secretaries

While Mrs. Deans referred to the motion as being unfair in view of the presentation by the Association for Bright Children scheduled for Thursday evening, Mr. Mulholland suggested that the ABC representatives be included on the Gifted Review Committee.

Mr. Skidmore explained that membership on the Core Action Team included two parents and in that context he had contacted the President of the Home and School Executive. Representatives from the ABC Association have been referred to the Home and School President and have also been informed that parents, individually or collectively, may make a presentation.

Mr. Rielly was also supportive of ABC representation as suggested by Mr. Mulholland.

Noting that proper channels were followed by ABC to request the presentation, Mr. Hicks

expressed concern about the Board's credibility from a procedural point of view. He urged the decision regarding the GLRTs be withheld until after the ABC presentation is made and only the five positions of Special Assignment teachers be considered.

Mrs. Deans and Mr. Kennedy were in agreement with Mr. Hick's suggestion regarding the GLRTs.

In consideration of the discussion, Mr. Stewart amended his motion to read:

That clause a), Staff Reductions be amended to read:

a) Staff Reductions:

- . 1 Superintendent of Schools
- . 1 Area Supervisor
- . 5 Special Assignment Teachers

Mr. Shewfelt clarified for Mr. McWhinnie that the report presented earlier reflecting a global description of ten area resource members at an annualized figure of \$500,000 had a \$200,000 implication for 1991.

A short recess was called.

When the meeting reconvened, the Chairman explained that a motion to eliminate the positions of 1 Superintendent of Schools and 1 Area Supervisor was approved at the 1991 03 21 Board meeting. Therefore, the motions before the members this evening deals with the five Special Assignment teachers.

Mr. Mulholland called the question and it was CARRIED.

The motion, as amended, was put to a vote and was CARRIED.

Other Considerations:

Mr. Mulholland asked Mr. Shewfelt for the new tax totals including the five GLRT positions.

Mr. Shewfelt responded that Expenditures would now read \$265,880,000 and the total education taxes would be changed from \$888.36 to \$888.93 and the \$8.92 figure would be \$9.49 with a percentage going increase from 1.0% to 1.01%.

Moved by Mr. Mulholland:

That the 1991 Budget figure of \$265,880,000, reflecting an impact of 1.01% and representing an increase of \$9.49 in taxes on an average \$5,000 assessment be approved.

In accepting the motion, Mrs. Hill indicated that Mr. Shewfelt would require 20 minutes to calculate and "break down" the figures into General and Elementary/Secondary for the purpose of voting.

Mr. Shewfelt clarified for trustees that the Community School Workers and the five GLRT positions were still contained in the budget subject to approval by the Board.

While Mr. Shewfelt prepared the necessary calculations for voting purposes, Mr. Rielly commented on the change in the budget process whereby the budget has become part of the planning process. On behalf of Senior Management, Mr. Rielly asked that consideration be given to the reinstatement of some of the \$6 million dollars in reductions that were made in order to reach the 6% mandate. Due to the revised revenue figures, he briefly outlined several examples that would impact significantly on the system, i.e. Books, Films and Software, and Repairs to Grounds.

Mr. Mulholland thanked Mr. Hicks for having the change in the budget process to a 12-month procedure implemented, stating he had never felt more at ease during budget deliberations. He complimented the Finance Department and Senior Managers on reaching the 6% mandate, and echoed Mr. Hicks' concern that "adding on" would undo eight months' work of trustees and officials. With respect to the review of the Program Department, Mr. Mulholland hoped that education issues would continue to be addressed in a similar venue, i.e. with trustee and community input.

At Mrs. Bishop's request, Mr. Orlando and Mr. Rielly detailed the items within their individual budgets that they would like restored (Exhibit F). Mr. Skidmore also detailed his request for restoration of money in the budget with respect to Continuing and General Interest courses and Staff Development.

Moved in amendment by Mrs. Bishop:

That an additional \$188,000 be added to the Plant Department budget for the purpose of dust collection, accessibility and the painting program.

Mrs. Clarke expressed reservations about approving the budget with the presentations scheduled by the Community School Workers and the Association for Bright Children still to be heard in addition to the lack of discussion regarding Exhibit F.

Mr. Stewart challenged the Chair's acceptance of Mrs. Bishop's amendment and his challenge was LOST.

The question on the amendment was called and it was CARRIED.

The amendment was put to a vote and was LOST.

Mr. Hicks spoke strongly about the collaborative debate which evolved into a new budget process and the expertise and input of trustees on the ad hoc committee. He considered the Board was giving a clear message to the Ministry that taxpayers will not stand for high taxes. By this 1.01% increase it shows trustees are taking more control in the decision-making which impacts on taxpayers. He referred briefly to information Mr. McWhinnie circulated to trustees following his address to the Rotary Club and the need for a solid core of consensus among trustees. Mr. Hicks noted that the role of trustee has changed and while ensuring children receive an education, the Board is demonstrating to the government that financial commitment is needed.

Acknowledging that this budget may not please Senior Officials and educators, Mr. Allen found it to be a reasonable budget for these economic times. He considered the future "grim" and did not see any rapid improvement in the Hamilton economy and the Board must deal responsibly with respect to future bargaining and programs.

Dr. Johnston echoed Mr. Allen's words, particularly with respect to bargaining. He reflected on a meeting he attended earlier in the evening with Minister Boyd and his belief that she understands that funding of education needs change.

Mr. Korz requested a recorded vote.

Mr. McWhinnie reinforced earlier comments about the new budget process. In his attempt to assist in the budget building, Mr. McWhinnie admitted he may have been seen to be critical, but he complimented the Finance Department on a marvellous job of balancing everybody's needs.

Mr. Shewfelt returned to the room to clarify that calculations reflected a revised figure of 1.08% for the increase, not 1.01% as earlier mentioned.

Following a short recess for preparation of the motions, the meeting reconvened.

Moved by Mr. Hicks:

That Lines 1 and 2 of General Business of the 1991 Budget in the amount of \$35,303,678, be approved, and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

Trustees Allen, Clarke, Deans, Mulholland and Rogers declared a conflict of interest.

The motion was put to a vote and was CARRIED with the Trustees Baskin, R. Stewart, A. Stewart, Lowe, Kennedy, Korz, McWhinnie, Patenaude Barker, Bishop, Johnston, Hicks and Cunningham in favour and none opposed.

Moved by Mr. Mulholland:

That Lines 3 to 20 of General Business of the 1991 Budget in the amount of \$37,179,425, be approved and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

The motion was put to a vote and was CARRIED with the Trustees Baskin, Allen, R. Stewart, Mulholland, Rogers, Deans, Lowe, Kennedy, Korz, McWhinnie, Clarke, Penner, Patenaude Barker, Bishop, Johnston, Hicks and Cunningham in favour and none opposed.

CARRIED.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Other Considerations

Moved by Miss Cunningham:

That Lines 1 and 2 of Elementary/Secondary Business of the 1991 Budget in the amount of \$175,030,675, be approved, and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

Trustees Allen, Clarke, Deans, Mulholland, Penner and Rogers declared a conflict of interest.

The motion was put to a vote and was CARRIED with the Trustees Baskin, A. Stewart, Lowe, Kennedy, Korz, McWhinnie, Bishop, Johnston, Hicks and Cunningham in favour and none opposed.

Moved by Mr. Mulholland:

That Lines 3 to 20 of Elementary/Secondary Business of the 1991 Budget in the amount of \$15,781,279, be approved and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

The motion was put to a vote and was CARRIED with the Trustees Baskin, A. Stewart, Allen, R. Stewart, Mulholland, Rogers, Deans, Lowe, Kennedy, Korz, McWhinnie, Clarke, Penner, Bishop, Johnston, Hicks and Cunningham in favour and none opposed.

Mrs. Hill advised that Chairman Cunningham requested a brief meeting with trustees in the lounge following adjournment this evening.

Mr. Rielly detailed Thursday night's anticipated meeting line-up to enable the English and French Language Section budgets to be approved. The budget meeting scheduled for Wednesday, 1991 04 10 was cancelled.

On behalf of the trustees Mr. Hicks offered thanks to Mrs. Hill for her Chairmanship of the Budget Review Committee this year.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

cv

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

SPECIAL MEETING

1991 11 28

TO THE CHAIRMAN AND MEMBERS
BUDGET REVIEW COMMITTEE

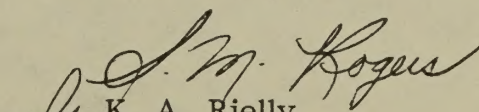
Ladies and Gentlemen:

Please be advised that a meeting of the Budget Review Committee (public and in-camera if needed) has been scheduled for Wednesday, 1991 12 04 at the Education Centre to continue discussions on the 1992 Proforma Budget.

It is expected that this meeting will commence at approximately 19:30 hours (immediately following the meeting of the French Language Section).

Your attendance is requested.

Yours truly,


K. A. Rielly
Director of Education
and Secretary

rm

Members are asked to bring their copy of the following:

- .1992 Proforma Budget
- .1991 Budget Book

THE SECRETARY OF THE BOARD OF DIRECTORS OF THE
FEDERAL BUREAU OF INVESTIGATION

MEMORANDUM

TO THE DIRECTOR

JAN 11 1934

RE: [illegible]

TO THE DIRECTOR AND THE BOARD OF DIRECTORS
FROM THE [illegible]

[illegible]

It is requested that a meeting of the Board of Directors be held on Thursday, January 11, 1934, at the [illegible] to consider the [illegible] of the [illegible] [illegible]

It is suggested that this meeting be held at approximately 10:30 hours (approximately following the meeting in the French Language Section).

Your attention is requested.

Very truly,
[illegible]

[illegible signature]
[illegible]
[illegible]
[illegible]

Members are asked to bring their copy of the [illegible]

[illegible]
[illegible]

FEB 4 1992

GOV. DOCUMENTS

MINUTES OF THE
BUDGET REVIEW COMMITTEE
1991 11 27

Present: S. Hill, Chairman; Trustees Bishop, Desmarais, Hicks, Johnston, Korz, Lowe, McWhinnie, Mulholland, Paquin, Patenaude, Rogers, R. Stewart and Cunningham.

Not

Present: Trustees Allen, Baskin, Clarke, Deans, Kennedy, Penner and A. Stewart.

Officials

Present: K. Rielly, Director of Education and Secretary
A. Stockwell, Associate Director of Education
P. Shewfelt, Superintendent of Finance and Treasurer
E. Orlando, Superintendent of Plant
G. Rutledge, Controller
D. Sage, Acting Budget Manager
S. Rogers, Assistant to the Secretary

Mrs. Hill called the meeting to order, noting regrets from Trustees Allen, Baskin, Clarke, Deans, Kennedy, Penner and A. Stewart. She then asked for confirmation of the minutes of the regular meetings of 1991 04 03 and 1991 04 08.

Moved by Mr. Hicks:

That the minutes of the meetings of 1991 04 03 and 1991 04 08 be approved as presented. CARRIED.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Introduction:

Mr. Rielly briefly referred to two in-camera pages provided to the trustees, stating they had been revised to include trustees' input at the last budget meeting. In addition, two columns indicating responsibility for each item and its due date have been incorporated. His intent was to advise that one-page in-camera impact reports are in the process of being generated.

Mr. Rielly then indicated that as Mr. Shewfelt reviews the Proforma Budget using an overhead presentation, trustees will be requested to give a consensus on the suggested budget guideline reduction for each line as notated in the report covering Lines 3 to 20, (1992 Budget Target Areas for Reduction). Following a consensus on the reduction, one-page public impact reports will be generated in December for decisions by the trustees.

When Mrs. Bishop questioned the inclusion of some items within the in-camera list, Mrs. Hill asked that trustees restrict comments to Lines 3 to 20.

Miss Cunningham later indicated that the Chairs Committee has directed that Budget Review meetings, both public and in-camera, be scheduled on December 4th, 12th, 18th and 19th to facilitate budget deliberations and discussion on the impact reports.

1992 Proforma Budget Guidelines

Mr. Shewfelt commenced his review of the Proforma Budget, noting that no provision has been made in the Proforma Budget for a deficit or a surplus. A financial forecast of the year-end will be presented to the December meeting of the Operations Management Committee. He did comment, however, that preliminary indications are good and that if there is a positive result, he will recommend a mill rate stabilization reserve. Relative to provincial grants, Mr. Shewfelt cautioned that the 7% allocation in the Proforma Budget may be over-optimistic.

Responding to questions from Mr. McWhinnie about changes since the Proforma Budget was compiled, Mr. Shewfelt replied that the primary change would result from increased Unemployment Insurance premiums (UIC) to take effect 1992 01 01, estimated to be one-

third to one-quarter million dollars.

Mr. McWhinnie then remarked that the overall reduction total should be revised to \$12.3 million, and possibly more if Worker's Compensation changes are included.

Mr. Hicks noted that it would be extremely important to this process for officials to provide on-going reports about issues such as those raised by Mr. McWhinnie.

Lines 3 - Travel Expense (Suggested Guideline Reduction of \$50,000)

Citing a report on Travel Expense has been due at the Board for sometime, Mrs. Bishop asked for its expected presentation and whether the guideline reduction would be included as part of that report. Mrs. Bishop also stated her belief that more than \$50,000 could be saved in this line based on further consideration of travel allowance versus mileage.

Responding that this report was due in January, Mr. Sinclair acknowledged that any decision made at Budget Review would be reflected in the report.

Mrs. Hill clarified the process at Mr. Mulholland's request. She anticipated that following the review and questions relative to each line, trustees would be asked for a show of hands indicating their support for the suggested guideline reduction. Based on tonight's discussions, the officials would then prepare impact reports in preparation for the budget.

Mr. Shewfelt added that the suggested guideline reductions are not a reflection of reduction in specific areas, but that this would be the responsibility of the official indicated on the report, once trustees approved a figure.

When Mr. Desmarais commented that this was a reversal of the process in which officials advised the trustees of consequences before making a decision, Mr. Rielly also assured Mr. Desmarais that decisions on reductions would not be made until following the presentation of the impact reports in December. Mr. Shewfelt explained that officials would return with a one-page impact reports, however, these would still be an overview of the reductions, not specifics. After officials have trustees' agreement to reduce based on an impact statement, specifics on its implementation would be the responsibility of the official concerned.

Mr. Rielly remarked that the reduction guidelines reflect a flat-lining of the budget to last year, and in some cases, reductions below that level. Officials are asking for a consensus on this direction from trustees to enable officials to bring back impact reports.

When Mr. Stewart questioned why the guideline was not higher, Mr. Shewfelt remarked that this was the exact point of the whole exercise, to have trustees either endorse the guidelines suggested by the officials or recommend a different figure. To enable officials to use a consultative process on these reductions, he urged that trustees indicate if these guidelines are not sufficient.

Mr. Stewart then suggested a figure of more than \$50,000, a suggestion agreed to by Mr. Hicks. Referring to the Director's statement about flat lining, Mr. Hicks noted that trustees would have to make a decision on flat lining to actual or budget figures. He warned trustees not to get "hung up" on the process, but make decisions to give officials specific direction, regardless of the ramifications. He also suggested that if trustees move in a different direction, they need to be prepared to indicate where money should be found if not through line reductions.

Asking trustees to recall Mr. Shewfelt's in-camera comments at the last meeting, Mr. McWhinnie noted that flat lining for a \$4.7 million reduction plus the in-camera reductions will not create the required \$12 million mandate and that there was a need to increase reductions.

Mr. Shewfelt clarified for Mr. Hicks that the \$50,000 reduction to Travel Expense deletes a 5% CPI increase while returning the total to below 1991 budget levels.

Mr. Stewart stated that budget deliberations may become a matter of "taking things away" to avoid cuts in the classroom area and suggested that payment of travel allowances or expenses needs to be reviewed.

A show of hands indicated trustees' consensus for a guideline reduction of \$50,000 for Line 3.

Line 4 - Personnel Training (Suggested Guideline Reduction \$150,000)

Mr. Shewfelt reviewed the Proforma Budget figures and the proposed reduction guideline of \$150,000. This section includes grants to organizations.

When Mr. McWhinnie queried why base-lining in this area did not reach \$638,000 as in 1990, Mr. Shewfelt acknowledged that the committee may wish to consider doing this and it could be reflected in the impact statement.

When Ms. Patenaude questioned whether this reduction would impact on teacher in-service for Professional Activity Days, Mr. Shewfelt advised that this concern would be addressed in the impact statement.

While agreeing with base-lining to 1990 level, Mrs. Bishop noted that there is a trend in some areas not to spend their total personnel training allocation. She asked that the impact report stress minimal impact in the classroom due to an expectation for further in-service resulting from pending legislation.

Trustees Lowe and R. Stewart agreed with 1990 base lining. Mr. Stewart suggested that training be handled differently, i.e. one teacher to a conference, who could then in-service 30 teachers rather than sending 30 teachers.

Mr. Desmarais concluded that Personnel Training is not being removed as it still has a three-quarter million dollar budget.

Following a brief discussion on the proposed reduction amount, a show of hands indicated trustees' consensus for a reduction of \$250,000 in Personnel Training, Line 4.

Mrs. Lowe cautioned about keeping reduction figures realistic.

Line 5 - Bursaries and Student Aid (Suggested Guideline Reduction \$20,000)

In response to questions, Mr. Shewfelt indicated that this reduction would eliminate Proficiency Awards to honour students.

A show of hands indicated trustees' consensus for a reduction of \$20,000 in Bursaries and Student Aid, Line 5.

Line 6 - Books, Films & Software (Suggested Guideline Reduction \$500,000)

Mr. Mulholland asked that the impact statement reflect strategies for purchasing, as he considered there was a lot of duplication and unnecessary cost. He also questioned the definition of "program driven".

A show of hands indicated trustees' consensus for a reduction of \$500,000 for Line 6.

Line 7 - Energy (No Suggested Guideline Reduction)

Relative to Proforma Budget Energy figures, Mr. Shewfelt commented that hydro estimates would need to be increased from Proforma Budget totals and that he expected no further cost savings could be effected for natural gas.

Miss Cunningham then queried Mr. Orlando on the energy-reducing measures effected by the Board.

Mr. Orlando responded that upgrading of insulation and window replacements are done through capital improvement or renovations, as well as a decreased level of lighting in corridors.

Miss Cunningham then questioned whether lights are shut off in empty classrooms or thermostats set-back at night in schools, to which Mr. Orlando replied that, for a number of years, night set-backs have been initiated to reduce temperatures.

Mrs. Bishop requested that the Environmental Report presentation in January contain suggestions about conservation and adoption of an upper temperature limit in schools.

Mr. Hicks requested that a report relative to the hydro increase be presented as one of the reports requested earlier tonight.

A show of hands indicated trustees' consensus to make no reduction for Line 7.

Line 8 - Repairs, Buildings and Grounds (Suggested Guideline Reduction of \$500,000)

Mr. Shewfelt reviewed the Proforma Budget figures and the reduction guideline of \$500,000.

Mr. Stewart indicated his inability to support a significant reduction in this line due to past reductions. He considered it a primary responsibility to ensure buildings do not deteriorate.

In response to questions about leaking roofs, Mr. Orlando responded that more than 50% of the roofs in our system are 40 years or older and it can be expected that any roof older than 20 years is susceptible to leakage. The worst situations will be corrected through the roofing program.

Citing Mr. Singer's design of the Education Centre, Mr. Mulholland questioned the need for consultants or architects on renovation projects.

Mr. Hicks expressed his agreement with the \$500,000 reduction, noting that further Accommodation Committee reports were due and would entail added costs.

Trustees Johnston and Lowe added their support of the \$500,000 reduction, while Mr. Stewart spoke of the increased cost for renovations.

A show of hands indicated trustees' consensus for the guideline reduction of \$500,000 for Line 8.

Line 9 - Supplies and Services (Suggested Guideline Reduction of \$1,000,000)

Mr. Shewfelt reviewed the Proforma Budget figures and the proposed reduction of \$1,000,000. He commented that in preparing the Proforma Budget, these categories were reviewed and a percentage increase applied based on expectation.

When Canon Rogers queried the impact on classroom supplies, Mr. Shewfelt's response was that the Superintendent would have to reflect that in the impact statement. Canon Rogers agreed to support this item on the understanding that all these items would reflect the impact on classroom supplies.

Mr. Desmarais commented on the need to contemplate a reduction of more than \$12 million and that there was little possibility that all these reductions would be accepted.

Mrs. Hill reminded trustees of Mr. Hicks' suggestion that trustees select other areas to

target for reduction.

Mrs. Bishop, noting that less than 50 percent of this line total related to instructional supplies, was prepared to consider a larger reduction than \$500,000.

When a show of hands indicated trustees' consensus for a reduction guideline of a minimum of \$1,000,000, Mr. Shewfelt requested clarification on a figure. A further consensus on \$1.5 million was reached.

New and Replacement Equipment - Lines 10 and 12 (Suggested Guideline Reduction of \$500,000)

Miss Cunningham initiated discussion by suggesting the consideration of a larger reduction than had been proposed while questioning the need for more computers.

Mrs. Bishop recalled a recent report relative to computers outlining the need to update our software and hardware over the next five years. Unlike Miss Cunningham, she was reluctant to remove \$500,000 out of this budget because of its impact on classrooms.

Noting the dramatic change in computers over the past few years, Miss Cunningham urged that leasing of computers be considered. She was not convinced of the need to spend \$1.5 million in order to receive \$400,000 in grant money. Further, she suggested that the grant total should be included in the amount for expenditures rather than being shown separately.

Mr. Mulholland then questioned the budget for Technology Studies and the grant structure, which he believed should offset the budget.

Mr. Shewfelt explained that the three schools identified for 1991 received funding for equipment, after which the Board would apply for grants and put them into General Revenues.

Following Mr. Mulholland's questions, Mr. Korz suggested another column containing grant information. He also commented on how quickly computer technology is outdated.

Mr. Shewfelt clarified that the \$500,000 is not an offset, but a reduction.

When Mrs. Hill asked if there was an expectation of maintaining the same grants, Mr. Shewfelt replied that, at a very high level, the reduction could be shared between microcomputers and technology studies or it may differ in the impact statement and result in less expenditures and less grants.

Mr. Rielly clarified for Mr. Desmarais that computers are used to teach subjects as well as computer literacy and programming. Mr. Desmarais remarked that computers that operate more slowly are not necessarily outdated.

A show of hands indicated trustees' consensus for a guideline reduction of \$1,000,000 for Lines 10 and 12.

As a consequence of all the grants being placed into General Revenues, Mr. Stewart questioned how it is determined that provincial grants fund specific programs.

Citing the potential for lengthy discussion, Mr. Shewfelt explained that the Board's general approach is to place all revenue into General Revenues with cost controls in place. As a result of increasing cost-consciousness among officials, awareness of program generated revenue is increasing. While he admitted that some programs may receive higher grants than their expenditures, other programs do not generate income for the Board. He considered Mr. Stewart's point to be valid and one that should be addressed in the future.

Debt Charges - Line 11 (No Suggested Guideline Reduction)

Mr. Shewfelt advised the Board has almost doubled its debenture debts and payments, most of which is attributable to activities approved in 1991. Referring to the upcoming Capital Expenditure Report in December, Mr. Shewfelt expressed his lack of optimism about the receipt of funds as requested. In conclusion, he stated that the Board's outstanding debt was \$13 million and he anticipated this would increase to \$18 million.

Capital from Current - Line 13 (Suggested Guideline Reduction of \$200,000)

Mr. Orlando affirmed Mr. Stewart's concern about this reduction based on anticipated program renovation cost increases.

Mr. Mulholland argued that supporting this reduction will enable Mr. Orlando to prepare impact statements and ramifications. If there are no grants received for these projects from the province, he maintained that the trustees will have to make decisions at that time. He was prepared to accept the guideline reduction to facilitate a further report being prepared.

In reply to Miss Cunningham, Mr. Shewfelt advised that grants are received for asbestos and are reflected on the revenue side. He did not have specific figures available tonight. Relative to Mr. Stewart's concerns, Mr. Shewfelt indicated the, due to the recession, tenders are becoming more competitive and may offset some of the anticipated increases.

A show of hands indicated trustees' consensus for a guideline reduction of \$200,000 for Line 11.

Permanent Improvements - Line 14 (Suggested Guideline Reduction of \$100,000)

Mr. Shewfelt presented the report.

A show of hands indicated trustees' consensus for a guideline reduction of \$100,000 for Line 14.

Rentals - Line 15 (Suggested Guideline Reduction of \$100,000)

A show of hands indicated trustees' consensus for a guideline reduction of \$100,000 for Line 15.

Fees & Contractual Services - Line 16 (Suggested Guideline Reduction of \$500,000)

In presenting the report it was noted that the largest portion of this reduction would occur under Transportation.

When Mr. Stewart questioned whether the impact of the reduced transportation grants was reflected, Mr. Shewfelt clarified that of the \$540,000 reduction, \$250,000 would impact on 1992 Revenues, not the expenditures under discussion. He was not sure whether the reduced grants are reflected in the Proforma Budget.

Responding to Miss Cunningham's suggestion that the carrier's 6% increase be renegotiated, Mr. Shewfelt indicated his willingness to respond in-camera.

A show of hands indicated trustees' consensus for a guideline reduction of \$500,000 for Line 16.

Tuition Fees, Working Capital and Charge Back of Taxes - Lines 17, 18 and 19 (Suggested Guideline Reduction of \$100,000)

Mr. Shewfelt commented that, in his opinion, no reduction could be made in Tuition Fees.

As a point of information, Mr. Hicks recommended trustees refer to minutes of the ad-hoc Budget Review Process Committee for a report and discussion relative to Tuition Fees.

Mr. Shewfelt confirmed for Mrs. Hill that reduced working capital created increased expenditures in the form of interest payments but with increased earnings in the investment portfolio, he foresees a net positive gain.

A show of hands indicated trustees' consensus for a guideline reduction of \$100,000 for Lines 17, 18 and 19.

To Mr. Stewart's question about interest earned by the City on Board taxes, Mr. Shewfelt noted that they do not charge the Board for the administrative work they do on our behalf.

Mr. Hicks, citing information about increased bankruptcies, urged that officials keep abreast of this issue and its ramifications. In agreeing with this direction, Mrs. Hill requested that this be an area trustees continue to receive updates.

Mr. Shewfelt remarked that he is aware of this concern, and that it will fully impact on the 1993 budget.

Other Expense - Line 20 (Suggested Guideline Reduction of \$1,000,000)

Stating her desire to resume membership in OPSBA, Mrs. Bishop acknowledged that a \$1,000,000 cut in a \$2.5 million budget would preclude that possibility. She was not prepared to support such a large recommendation, suggesting \$750,000.

Mr. Hicks commented that a recommendation to reduce the Capital Reserves magnifies the extreme budget situation of the Board.

Relative to Mr. Mulholland's direction to eliminate consultant fees, Mr. Shewfelt referred to Line 16 of the Proforma Budget and the heading of Professional Fees in the 1991 Budget Book. Mr. Shewfelt advised this concern would be addressed in the impact report.

A show of hands indicated trustees' consensus with a reduction of \$1,000,000 for Line 20.

Noting interest in OPSBA membership, it was clarified that no provision has been made to increase Board memberships.

Community Schools and Non-Mandated Secondary Program

At a high level, Mr. Shewfelt asked the Board's direction relative to Community Schools, explaining that a 1992 Budget reduction of \$30,000 would eliminate the program.

Mr. Stewart opposed elimination and suggesting downsizing the program.

A show of hands indicated trustees' were against elimination the Community Schools at this level.

At this point Mr. Hicks commented that he would have preferred consideration of this program in concert with others rather than in isolation.

Referring to non-mandated programs, Mrs. Bishop asked that consolidation of courses be examined to effect savings rather than elimination.

Mr. Rielly acknowledged that this direction is being considered.

Discussion then reverted to the topic of Community Schools, with Trustees Mulholland and Lowe maintaining that as 90% of the cost of this program is personnel, it deserves in-camera discussion.

Moved by Mrs. Lowe:

That Community School Item be moved to green sheets.

Several trustees voiced their support of the motion, while Mr. Stewart recalled the reasons that this item was removed from the green sheets at the last in-camera meeting. He again urged consideration of a program reduction.

Mrs. Bishop argued that the discussion related to program not personnel and therefore should be held at a public meeting. She understood direction was being sought regarding whether program reduction was acceptable and the need for officials to do further work in conjunction with this topic.

Indicating the program would not exist without the personnel, Mrs. Lowe stated her motion was to move this item for later consideration in-camera.

It was confirmed for Mr. Hicks that the proposed \$30,000 reduction represents the elimination of the program, and therefore the personnel.

Following further discussion, Mr. Shewfelt advised this figure included all program costs, one element being wages.

The motion was put to a vote and was CARRIED.

Eliminate/reduce internal department communication documents including photocopies, updates, newsletters

Mr. Shewfelt advised that this item had arisen out of in-camera discussion, however, officials were not in a position to address this item.

Mrs. Hill thanked Mr. Shewfelt for his overhead presentation.

Miss Cunningham emphasized the dates for future budget meetings: 1991 12 04 - 12 - 18 and 19.

Moved by Canon Rogers:

That this committee adjourn.

Moved by Mrs. Bishop:

That this committee move in-camera.

Mrs. Bishop sought clarification on some of the references included on the in-camera sheets distributed at the start of the meeting.

Mrs. Hill acknowledged that some of the items resulted from general discussion and had been included based on the minutes.

Mr. Hicks asked that new trustees receive in-camera information and impact statements as early as possible to facilitate discussion.

Mr. Rielly commented that it was not expected that impact reports would be available prior to the meeting.

Mrs. Hill called for a vote on the motion to adjourn and it was CARRIED.

The meeting then adjourned.

Read and confirmed,

MINUTES OF THE
BUDGET REVIEW COMMITTEE
1991 12 04

Present: S. Hill (Chairman); Trustees Allen, Bishop, Darby, Desmarais, Hicks, Johnson, Korz, Lowe, Mason, Mulholland, Orban, Rodgerson, Rogers, Wilson and Cunningham.

Not Present: Trustees Paquin, Patenaude and Stewart.

Officials

Present: K. Rielly, Director of Education and Secretary
A. Stockwell, Associate Director of Education
P. Shewfelt, Superintendent of Finance and Treasurer
B. Sinclair, Superintendent of Human Resources
R. Orlando, Superintendent of Plant
R. Kawai, Superintendent of Information Management Services
P. Gillie, Superintendent of Schools - Area 4
R. Lavoie, Superintendent of Schools - French as a First Language
G. Rutledge, Controller
S. Rogers, Assistant to the Secretary

Mr. Rielly called the meeting to order and asked for nominations for Chairman of the Budget Review Committee.

Moved by Mr. Korz:

That Trustee Hill be nominated as Chairman of the Budget Review Committee, effective until 1992 11 30. CARRIED.

Introduction

Mr. Rielly stated that the impact statements prepared by staff for discussion this evening deal with implications to Lines 3 - 20, total \$6 million. Lines 1 and 2 will be discussed at another meeting. He was hopeful that a consensus could be reached on each reduction guideline recommendation to enable the development of the budget to begin within the system.

Mrs. Hill advised trustees that she would like the discussion to be maintained at a high level rather than dissolving into discussions about specific projects. She stated that an affirmative consensus would result in the budget being built on the Proforma budget reduction guidelines, whereas a negative would result in the original Proforma budget figures.

Travel Expense - Line 3

Mr. Sinclair presented the impact statement relative to a \$43,000 reduction, stating that the Travel Allowance policy is currently under consideration. He reviewed the assumptions upon which the \$43,000 reduction was calculated.

Noting the reduction guideline of \$50,000 had not been achieved, Mr. Korz questioned the impact of the 5% increase for January, 1992.

Mr. Sinclair referred to the figures under Financial Considerations, remarking that the 5% increase had been included in the savings of \$43,000.

Mr. Korz then suggested that a lower rate of increase, such as 2% or 3% would achieve the target guideline, or even exceed it.

It was clarified that impact report covers only car expense reimbursement at a rate of 43 cents per mile (26.5 cents per kilometre) and that these rates are based on a survey of other employer's rate of reimbursement as well as Canadian Automobile Association

information regarding the operating expense for a vehicle.

Several trustees supported Mr. Korz' direction for a reduced increase. When Mrs. Lowe offered to make a motion that the increase be no more than 3%, Mrs. Hill stated the officials would prefer the more informal consensus. Mr. Mulholland noted that gas prices have fallen over the past year.

A show of hands indicated trustees' consensus for a 2% increase limit.

Mr. Shewfelt indicated that officials would prefer the flexibility of a consensus based on the \$50,000 figure rather than a specific percentage.

It was agreed to alter the consensus to reflect the \$50,000 reduction guideline rather than the percentage figure.

When Miss Cunningham asked for clarification, Mr. Shewfelt responded that the finite details in the budget book will reflect the \$50,000 direction and the debate about the reduced percentage. He commented that a specific percentage reduction may result in a reduction of less than \$50,000.

Personnel Training

Mr. Stockwell presented the impact report relative to Personnel Training, expressing concern about the on-going need for personnel training to maintain quality programs. This reduction will be achieved through cuts to all departments and areas.

While Mrs. Mason considered conferences and workshops (particularly those out of town) as an area that could be reduced, she, Mrs. Bishop and Ms. Wilson were supportive of reductions that would not reduce inservice support to the classroom teacher.

Mr. Stockwell clarified for Mrs. Lowe that consultant's fees are not included in this line, however, the Program Leader, Staff Development would be included. Noting that an interchange of ideas with people outside our system is invaluable, Mrs. Lowe intimated that in reviewing each line for these cuts, a reduction of more than \$250,000 may be possible.

In response to Mrs. Bishop, Mr. Shewfelt indicated that, at a high level, a year-end forecast for this Line will be presented to the December Operations Management Committee meeting.

Trustees Mason and Wilson expressed concern about a "blanket reduction" of \$250,000 without details. Mr. Shewfelt explained that consensus of a guideline reduction would result in the formulation of the detailed budget book for trustees' decision.

Mr. Hicks requested that Proforma budget information be provided on each impact statement to facilitate discussion. He then expressed concern about the process as his expectation was that hard decisions would be made based on the impact statements. He also questioned the variance in the consensus reached on Lines 3 and 4 (specific versus general). Mr. Hicks considered the impact statements as little more than the information discussed at the previous meeting.

While Mr. Allen believed the \$250,000 cut will require more efficiency in spending decisions, Mr. Mulholland pointed out that this reduction will not cost one job.

Mr. Mulholland was quite prepared to receive these reports for information and allow the officials, who he considered qualified to make such reductions, to proceed to the compilation of the detailed budget book.

Mrs. Lowe concluded the discussion by stressing this is a reduction to an increase.

A show of hands indicated a consensus for \$250,000.

Bursaries & Student Aid - Line 5

In presenting this report, Mr. Stockwell remarked that two areas are encompassed: student aid for needy students and Proficiency Awards. Believing the priority was to provide student aid, the reduction guideline of \$20,000 would eliminate the Proficiency Awards.

Many trustees expressed reluctance to eliminate the Proficiency Awards to honor students attaining an 80% or higher average.

Trustees questioned whether money to cover the cost of Proficiency Awards could be derived from another source, i.e. investments outside the budget, school budgets, or funds resulting from the house on the parking lot. Mr. Shewfelt indicated that the Foundation could not fund these awards.

Canon Rogers remarked that funding of these awards by the schools would result in an inequity across the city.

Mr. Hicks questioned regarding the inclusion of the \$20,000 reduction in the original \$100,000 rather than the revised figure of \$250,000. Mr. Shewfelt responded that his interpretation was the \$20,000 was in addition to, rather than included in these sums. Mr. Hicks then queried the elimination of this program, rather than a flat lining of the budget. He suggested that diplomas be substituted for the current plaques to effect cost savings and asked for actuals and differences in cost between the plaque and diploma.

Mr. Shewfelt explained that schools receive a "grant" of \$12.00 per student towards the cost of Proficiency Awards.

When Mrs. Lowe reiterated comments about the importance of this award to students and families, Mr. Shewfelt urged trustees to either give the Director some direction on where to get these funds or latitude to acquire the funds as he deems fit.

Mr. Allen preferred not dealing with this reduction because of its importance to the students.

Mr. Hicks again expressed confusion about procedure and the difference between Lines 3 and 5. He recollected that on Line 3 a specific recommendation of 2% was made and the officials asked for more flexibility. In contrast, on Line 5, officials want a very specific direction. How can you differ between the two lines?

Ms. Orban considered the officials to be advising the trustees of the implications of the \$20,000 guideline reduction and that trustees are reluctant to cut such an important symbolic area.

Noting a diploma compromise was another possibility, Mrs. Hill called for, and did not receive, a consensus on the \$20,000 reduction.

When she asked for direction, Mr. Korz suggested scaling down the award from a plaque to a diploma to which trustees responded in the affirmative.

When Canon Rogers suggested voting to keep this amount of money in the budget, Mr. Korz objected, although he denied that he was challenging the chair.

When Mrs. Hill asked for a consensus on a zero reduction, it was not received.

Mr. Korz suggested a reduction of \$18,500, resulting in a \$1,500 budget for Proficiency Awards.

Mr. Hicks questioned that only general indications for direction were being given during

discussion and wondered why this page was being treated differently to the previous ones.

Mr. Darby then suggested that perhaps a reduction of \$10,000 be considered rather than such a specific reduction.

At this point in the meeting, Mrs. Hill agreed with Mrs. Bishop's comment that there appeared to be no consensus on this issue. Mrs. Lowe commented that officials have no direction on this issue.

Mrs. Hill commented that it is the committee who must decide on whether to deal with these issues on a specific basis or a high level basis, and that it was not the fault of the officials as indicated by some trustees.

Books Films and Software - Line 6

Mr. Rielly presented this impact report, noting the increase in the guideline reduction to \$510,000.

When Mrs. Rodgerson cited rumours of teachers putting books into storage and ordering new ones "on a whim", Mr. Rielly, noting the extremely tight funds for textbook purchases allocated to principals, responded that such blatant waste would be very limited, unless it resulted from a course change.

Stating that Principals or Superintendents would have to authorize such a purchase, Mr. Allen considered this to be a classic example of efficiency halting such practices.

Ms. Orban asked whether a computerized inventory of textbooks available as a result of semesterings and stockpiled books can be accessed by the schools.

Miss Gillie responded that the Areas redeploy and exchange resources. In addition each school receives an annual printout of their inventory as well as an inventory of available surplus books within the system. The Profs system is used to request loans or exchanges of material.

A show of hands indicated a consensus for \$510,000.

Repairs to Building & Grounds - Line 8

Mr. Orlando presented the impact statement. When it was noted that the Proforma figure reflected within the report should read "\$5,726,000" not "\$6,813,500", Miss Cunningham stated her concern about the impact of the \$500,000 reduction if the impact had been calculated on incorrect figures. Mr. Orlando indicated that the \$6,813,500 figure was the original submission for Proforma discussions.

A short discussion ensued about roofing. While a couple of trustees expressed concern about the age and condition of roofs in the system, Mr. Mulholland maintained that necessary repairs would be done although the number of major projects may be reduced.

Before questioning the location of asbestos figures, Mrs. Lowe again pointed out that the reduction is to an increase.

Mr. Mulholland received confirmation from Mr. Orlando that renovation projects that go over-budget during the collaborative process would be returned to the Board for further direction.

Mr. Shewfelt advised that debentures are purchased only once or twice a year and if it were determined that a project cost had increased, it would have to be reconsidered by the Board.

When Mr. Desmarais asked for roofing program actuals, Mr. Shewfelt referred to page 63

of the Proforma Budget, and indicated that for this year, a report would be included in the December Operations Management Agenda.

Mr. Darby commented that the reduction would still allow an increase of 5.2% and suggested that \$20,000 for Proficiency Awards from this line.

A show of hands indicated a consensus for \$500,000.

Supplies & Services - Line 9

This impact statement was presented by Mr. Sage, Acting Budget Manager.

In response to questions by Miss Cunningham, Mr. Shewfelt stated that while a parking lot fee is levied to employees assigned parking spaces on the Board lot, the rate is currently under review.

Miss Cunningham requested that the fee be appropriate to the "going rate charged" and that the Board also not reimburse employees for off-lot parking expenses.

A show of hands indicated a consensus for \$1,500,000.

New and Replacement Equipment - Lines 10 and 12

Mr. Stockwell reviewed this impact statement with members.

Ms. Orban was advised that five repair technicians service computers and other equipment needing repairs, such as calculators.

When Mr. Darby attempted to gain assurance that the grants lost this year through reduced computer spending would still be available next year, Mr. Stockwell commented that government funding is no guarantee.

A show of hands indicated a consensus for \$1 million.

Capital from Current - Line 13

Following the presentation of the impact statement by Mr. Orlando, Dr. Johnston requested that "wish list" figures not be included in reports coming to trustees. In response to Dr. Johnston, Mr. Shewfelt advised that the 1990 budget for this area was \$6.4 million with expenditures of \$8.9 million.

When Mrs. Lowe queried the amounts for asbestos, Mr. Orlando affirmed that the 1992 Proforma figure of \$1.5 million would include major removal jobs identified in the management plan in addition to providing sufficient funding for day-to-day repairs.

A report on the Asbestos Response Team will be presented to the December Operations Management Committee meeting.

Mr. Mulholland spoke highly of the outstanding training techniques developed by our Asbestos Response Team which are used province-wide. He considered the use of staff rather than contractors as a good decision and hoped that any replacement for asbestos is not equally as harmful.

Mr. Shewfelt clarified for Mr. Hicks that a \$50,000 grant for asbestos in 1992 will not be received by the Board until 1994.

A show of hands indicated a consensus for \$200,000.

Permanent Improvements - Line 14

In presenting the report Mr. Orlando requested that the word "Proforma" be changed to read "Total Submission".

A show of hands indicated a consensus for \$100,000.

Rentals - Line 15

Noting that the \$100,000 reduction will be taken from the \$260,000 total of both programs, Mr. Rielly indicated the programs would be downsized, but not eliminated.

A show of hands indicated a consensus for \$100,000.

Fees and Contractual Services - Line 16

Two reports incorporated reductions in this line. The first was presented by Mr. Sinclair, based on a flat lining to the 1991 budget.

A show of hands indicated a consensus for \$43,000.

Mr. Shewfelt reviewed the second report with a guideline reduction of \$457,000, of which \$300,000 is anticipated to be cut in Transportation.

Mr. Shewfelt, responding to Mrs. Bishop, stated that if transportation reductions in the Special Education and English as a Second Language Action Teams were considered by the Board before March, they could be included in these figures.

At Mr. Mulholland's request, Mr. Shewfelt clarified that the reduction of \$100,000 relative to Professional Fees would be on the \$489,000 figure, resulting in a \$389,000 guideline for 1992 Proforma.

Relative to Consultants' Fees, Mr. Mulholland proposed that no consultants be hired in the next year. Line 16 was held in abeyance until Finance Department staff could provide the following information relative to consultant's fees within the total of \$467,000 for Professional fees:

- Included - Consulting service - Pay Equity - \$7,000
- Consulting service - Lot Levy Study - \$30,000
- Consulting service - Physical Demand Analysis - \$8,000
- French Language - purchase from other Board - \$14,000
- Consulting Psychological Services - Special Education - \$3,000
- Consulting services - TR children - \$1,000
- General allocation in Office of Director - \$200,000

Moved by Mr. Mulholland:

That a moratorium be placed on Consulting Fees, excluding the two Special Education figures as identified.

Following a short discussion, Mr. Mulholland withdrew his motion on the understanding that written figures would be brought back to the trustees for discussion. Mrs. Hill requested the Director to provide a breakdown on the \$200,000 allocation charged to his office.

Mr. Desmarais also requested that details of the French Language allocation of \$14,000 be provided.

Mr. Hicks queried Implication #1 and the possibility of the Transportation Committee meeting following remarks of the Chairman of the Board that all ad-hoc meetings would cease until March. He was advised that if there were budget implications involved, it would be anticipated that a meeting would be scheduled.

Mr. Hicks then expressed concern about the involvement of the community regarding transportation, and particularly double busing, and requested a meeting be scheduled as soon as possible.

Working Capital - Line 18

Mr. Rutledge presented the report which makes no provision for Working Capital.

A show of hands indicated a consensus for \$250,000.

Capital Reserves - Line 20

In presenting this report, Mr. Rutledge proposed a reduction of \$1,000,000.

Noting the three projects for debenture, Mr. Mulholland inquired if any debentures were reaching maturity to offset increased debentures.

Mr. Rutledge advised that \$11 million in debentures has been added this year in addition to \$3 million added in 1989 with an expectation of \$2 million in debentures reaching maturity.

A show of hands indicated a consensus for no provision for Capital Reserves, or a reduction of \$1,000,000.

Non-Mandated Secondary Program

Noting that this coming year would result in minimal cost savings in 1992, Mr. Rielly proposed that a task force or committee be established to consider non-mandates secondary program with a report back to trustees for direction relative to 1993.

In reference to Item #7, Mr. Mulholland asked whether schools are overstaffed beyond contracts; he was particularly interested in Delta School.

Mr. Sinclair responded his understanding was that Delta School was exempt from the strict application of the component staffing model. He noted this matter is under negotiation presently with an expectation that there will be "some firming up on Delta" in a two year contract.

Citing the increased amount of support staff at Delta, Mr. Mulholland expressed concern that negotiations re staffing levels at Delta revert to previous levels of staffing rather than levels at present. Relative to the advanced level, he stated Delta has 10 lines extra and a total staffing component of eight or nine teachers more than, for example, Sir John A Macdonald School. He stressed the need to negotiate for fairness of all schools and suggested that support staff may be needed at schools.

When Mrs. Hill indicated that Mr. Rielly would be responsible for initiating the Task Force, he clarified that through the Secondary School Study Report and Action Teams and Program Accountability, the whole premise of non-mandated secondary schools would be studied and a report with implications for next years budget being brought back to trustees.

Dr. Johnston, however, requested information about what "minimal savings" could be for this year. He was agreeable that this information be brought back at a future meeting.

Elimination/Reduction of internal department communication documents

Mr. Kawai presented this report, remarking on the need to develop guidelines for the system about reduced paper, i.e. reduction of printing outside of Board, electronic mail.

Significant Items requiring adjustments to the 1992 Proforma Budget

In response to information requested by Mr. Hicks, Mr. Sage reviewed information as a result of recent announcements that would impact adversely on the budget.

Moved by Mr. Mulholland:

That this committee continue to sit past 23:00 hours.

CARRIED.

Provincial Grants

Mr. Shewfelt advised that in the presentation of the 1992 Proforma Budget, a possible increase in Provincial Grants of 7% or \$5,700,000 was indicated. That determination was made on the basis of actual grants received in the past and at a time prior to the Provincial Treasurer's disclosure of the current economic difficulties. To date, we have not received any indication of what the grants might be at either the provincial or local level. In the absence of such information, we have chosen not to revise our estimates. However, references have been made recently about the possibility of provincial support being reduced to 3%. Assuming that would be our local level of support, it would result in a revenue shortfall of \$3,250,000. Should this assumption materialize, it would have a direct impact on the mill rate and/or our current discussions regarding budget reductions. Unfortunately, we may not be informed about our actual grant allocations until well into the new year.

1991 Surplus/Deficit

Mr. Shewfelt recalled that during our previous meetings, we have indicated that the 1992 Proforma Budget did not make any provision for a 1991 Surplus or Deficit. I can indicate to you tonight that a favourable report or forecast of our year-end position will be presented next week at the Operations Management Committee meeting. Should our actual year-end results reflect our forecast, I believe we will have to consider the implications for the 1992 mill rate and/or the establishment of a Mill Rate Stabilization Reserve for future years.

At Mr. Mulholland's request, Mr. Shewfelt explained that some Boards in their financial planning will put a surplus of funds into a Special Reserve account. If it was the wish of trustees to initiate a Mill Rate Stabilization Reserve, it would operate similar to the Capital Reserves, invest money and hold from year to year. Then as mill rate increases were debated in future years, should Board decide to lower the rate, the funds from the Reserve could be applied against a mill rate. That reserve could be supplemented each year through surplus.

Mr. Hicks requested a legal interpretation of establishing such a fund.

Development of the 1992 Budget Lines 3 to 20

We appreciate the progress that has been achieved to date as a result of the collaboration between the trustees and officials.

We are now in a position to go to the system with this mandate to develop a detailed 1992 budget. We shall do our utmost to implement reductions but will require some flexibility.

Next Meeting - 1991 12 12

When Mr. Allen asked if the next meeting would deal exclusively with Lines 1 and 2, Mr. Rielly indicated the focus would be on those lines, but that a public meeting may be held if required.

Noting in-camera was available for discussion tonight, Mrs. Hill stated she would entertain a motion to adjourn, rather than continue into an in-camera discussion.

Moved Canon Rogers:

That this committee adjourn.

CARRIED.

Read and confirmed,

A G E N D A

Election of Chairman

GENERAL

BUSINESS ARISING FROM THE MINUTES:

- | | |
|---|--------------|
| 1. Introduction | K. A. Rielly |
| 2. 1992 Proforma Budget Guideline Reductions | |
| a) Line 3 - Travel Expense - \$50,000 - page 1 | B. Sinclair |
| b) Line 4 - Personnel Training - \$250,000 - page 2 | A. Stockwell |
| c) Line 5 - Bursaries and Student Aid - \$20,000 - page 3 | A. Stockwell |
| d) Line 6 - Books, Films and Software - \$500,000 - page 4 | K. Rielly |
| e) Line 8 - Repairs - Building & Grounds - \$500,000 - page 5 | R. Orlando |
| f) Line 9 - Supplies and Services - \$1,500,000 - pages 6 and 7 | D. Sage |
| g) Lines 10/12 - New/Replacement Equipment - \$1,000,000 - page 8 | A. Stockwell |
| h) Line 13 - Capital from Current - \$200,000 - page 9 | R. Orlando |
| i) Line 14 - Permanent Improvements - \$100,000 - page 10 | R. Orlando |
| j) Line 15 - Rentals - \$100,000 - page 11 | K. Rielly |
| k) Line 16 - Fees & Contractual Services - \$43,000 - page 12 | B. Sinclair |
| - \$457,000 - page 13 | P. Shewfelt |
| l) Line 18 - Working Capital - \$250,000 - page 14 | G. Rutledge |
| m) Line 20 - Other Expenses - \$1,000,000 - page 15 | G. Rutledge |
| 3. Additional Considerations: | |
| a) Non-Mandated Secondary Programs - page 16 | K. Rielly |
| b) Elimination/Reduction of Internal Department documents - page 17 | R. Kawai |
| c) Adjustments to the Proforma Budget - page 18 | D. Sage |
| d) Provincial Grants | P. Shewfelt |
| e) 1991 Surplus/Deficit | P. Shewfelt |
| f) Development of the 1992 Budget, Lines 3 to 20 | P. Shewfelt |
| 4. Other Considerations | |

NEXT MEETING - IN-CAMERA - THURSDAY, 1991 12 12
- following the P&O Committee meeting
(Public session will be held if necessary)

Please bring your copy of the following:

- 1992 Proforma Budget report
- Approved 1991 Budget Book

AGENDA

1. Opening Prayer

2. Reading of Scripture

3. Presentation of the Offering

4. Prayers of the People

5. The Eucharist

6. The Lord's Supper

7. The Communion of the Saints

8. The Agnus Dei

9. The Benediction

10. The Blessing

11. The Dismissal

12. The Prayers of the People

13. The Eucharist

14. The Lord's Supper

15. The Communion of the Saints

16. The Agnus Dei

17. The Benediction

18. The Blessing

19. The Dismissal

20. The Prayers of the People

21. The Eucharist

22. The Lord's Supper

23. The Communion of the Saints

24. The Agnus Dei

25. The Benediction

26. The Blessing

27. The Dismissal

28. The Prayers of the People

29. The Eucharist

30. The Lord's Supper

31. The Communion of the Saints

32. The Agnus Dei

33. The Benediction

34. The Blessing

35. The Dismissal

36. The Prayers of the People

37. The Eucharist

38. The Lord's Supper

39. The Communion of the Saints

40. The Agnus Dei

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



Line 3 - Travel Expenses

THE ISSUE

Whether projected expenditures for Travel Budget can be cut by \$50,000 in the 1992 Proforma Budget. Expenditures cover annual travel allowances for approximately 300 employees, and per km reimbursement for employees who travel on an irregular basis.

FINANCIAL CONSIDERATIONS

	1991 Budget	1991 Projected Expenditures	1992 Projected Expenditures (+5%)	1992 Proforma	Proposed Reduction
Car Allowances	\$293,799	\$292,000	\$337,000	\$380,000	\$43,000
Km Reimbursement	39,350	29,631			
Total	\$333,149	\$321,631	\$337,000	\$380,000	\$43,000

IMPLICATION

The proposed reduction of \$43,000 in the projected expenditures under the 1992 Proforma Budget is based upon the following assumptions:

- (i) Any increase in car allowance rates be deferred for 4 months - from September 1, 1991 to January 1, 1992.
- (ii) Any increase in rates be limited to 5% effective January 1, 1992.
- (iii) No change be made in the present criteria governing per km reimbursement eligibility. If the eligibility criteria is broadened to include reimbursement for employees not presently covered, there would be no projected savings. Under expanded eligibility travel costs would be uncertain, but could be expected to be in excess of \$400,000 per annum.

Prepared by: Human Resources

Presented by: Bruce Sinclair, Supt. of Human Resources

Approved by: Keith Rielly, Director

Date: December 4, 1991

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



THE ISSUE

PERSONNEL TRAINING

(Not merely conferences and conventions -- much of budget relates to staff development conducted within the System.)

FINANCIAL CONSIDERATIONS

Reduction - \$250,000

This reduction can be accomplished with significant implications, some of which are listed below. Reductions will impact on most segments of the System.

IMPLICATION

- Behavioural Management -- significant increase in severe behavioural problems for which teachers need training.
- Staff Development for classroom teachers may be sacrificed for mandated personnel training.
- Implementation of Action Team reports and recommendations from Secondary School Study report will require staff development.
- Quality education requires teachers to acquire necessary skills.
- As we redeploy staff, they will require training.

Prepared by: Administrative Council

Presented by: Associate Director

Approved by: Associate Director

Date: December 4, 1991

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY



THE ISSUE

BURSARIES & STUDENT AID

FINANCIAL CONSIDERATIONS

Reduction - \$20,000

IMPLICATION

- Eliminate completely proficiency awards.
- Remove Board's recognition of student excellence.
- Awards have little monetary value but significant value as a recognition of achievement.

Prepared by: Associate Director

Presented by: Associate Director

Approved by: Associate Director

Date: December 4, 1991

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



THE ISSUE

Books, Films and Software

FINANCIAL CONSIDERATIONS

Savings: \$510,000

Textbooks - from \$1,785,000 to \$1,535,000

Library - from \$1,433,000 to \$1,223,000

Films, Video Tapes - from \$267,000 to \$217,000

Computer Software - no reduction

IMPLICATION

Textbooks:

1. Present replacement plan will have to be elongated significantly.
2. School planning timelines will have to be elongated.
3. New course initiatives will not have proper resources.

Library:

1. Slower replacement and updating of existing collections.
2. A reduction in availability of books to support new courses.

Films, Video Tapes:

1. Upgrading and replacement of video collection will be slowed significantly.

Prepared by: J. Henry and D. Skidmore

Presented by: _____

Approved by: K. A. Rielly

Date: 1991 12 04

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



THE ISSUE

Repairs to Buildings & Grounds - Line 8....

Proforma \$6,813,545.
Proposed Cut \$500,000.

Approximately 50% of the budgeted amount on this budget line consists of the day-to-day repairs which are called in from our schools throughout the year this is estimated to be in excess of 12,000 separate requests. In addition, specific planned repairs which have been identified by the various areas in the amount of approximately 20% of the proposed budget are included. The balance of the work in this section consists of the Board's major building repair programs.

FINANCIAL CONSIDERATIONS

It is proposed to cut 50% of the required guideline reduction from the general maintenance allowance (i.e.) \$250,000., 25% or \$125,000. from those items submitted by the Areas and the balance of 25% or \$125,000. from the Board's building repairs program (roofs, painting, masonry, health & safety).

IMPLICATION

1. Level of service to schools will be reduced.
2. The reduction in the Board's major building repair programs required to protect the Board's property will be deferred and therefore future costs will increase and required repairs will be compounded.
3. The number of major repairs which have been requested by the school Superintendents will have to be reduced. Some of the repairs will have to be deferred.
4. The number of day-to-day requests for repairs from the schools which can be responded to will be fewer than last year. It will be necessary to refuse some of these requests and/or to develop a backlog of requests.

Prepared by : _____

Presented by : _____

Approved by : R.T. Orlando

Date : December 4, 1991.

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Line 9 Supplies and Services

FINANCIAL CONSIDERATIONS

* Reduce 1992 Proforma of \$12,631,200 by \$1,500,000

<u>1992 Proforma</u>	<u>Specific Guideline Reductions</u>	<u>General Guideline Reductions</u>	<u>Prorated Guideline Reductions</u>	<u>Revised 1992 Proforma</u>
\$12,631,200	\$725,000	\$150,000	\$625,000	\$11,131,200

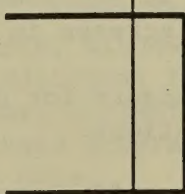
IMPLICATIONS

The implication of the thirty one categories of expenditures are diverse and varied. The attached schedule reflects targeted areas for the reduction.

Prepared by : Daryl Sage
Presented by : Paul E. Shewfelt
Approved by : Keith A. Rielly

Date : 1991 12 03

LINE 9 - SUPPLIES & SERVICES

SUPPLIES & SERVICES	1992 PROFORMA	SPECIFIC GUIDELINE REDUCTIONS	GENERAL GUIDELINE REDUCTIONS	PRORATED GUIDELINE REDUCTIONS	REVISED 1992 PROFORMA
Advertising	201,200	20,000		9,633	171,567
Bank Charges	1,000			53	947
Board Committee Mtgs.	21,000			1,116	19,884
Board Minutes	23,100			1,228	21,872
Bus Tickets	10,000			532	9,468
Cafeteria Supplies	2,500			133	2,367
Cartage	432,800	15,000		22,212	395,588
Commencement Exercises	12,300			654	11,646
Custom Brokerage	0			0	0
Field Trips	141,100			7,501	133,599
General Supplies	912,600	50,000		45,859	816,741
Instructional Supplies	6,043,400	500,000		294,706	5,248,694
Other Supplies & Services	3,000			159	2,841
Parking Charges	10,500			558	9,942
Pest Control	11,500			611	10,889
Postage	158,700	15,000		7,640	136,060
Printing	745,000	100,000		34,290	610,710
Recoverable Expenses	80,100			4,258	75,842
Salutment of Staff	35,000			1,861	33,139
Repair Furn. & Equip.	971,100	25,000		50,298	895,802
Repair Motor Vehicle	56,000			2,977	53,023
Surveillance - Telephone	11,800			627	11,173
Telephone & Tele.	705,200			37,491	667,709
Temp. Asst. Inv.	271,800			14,450	257,350
Supply Charge Outs	(325,000)			(17,278)	(307,722)
Caretaking Supplies	870,700				
Cleaning Services	316,000				
Garbage Collection	365,500			150,000	1,842,071
Snow Removal	87,000				
Water-Sewage	435,600				
Window Cleaning	20,700				
TOTAL SUPPLIES & SERVICES	\$12,631,200	\$725,000	\$150,000	\$625,000	\$11,131,200
GUIDELINE REDUCTION \$1,500,000					

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



THE ISSUE

NEW AND REPLACEMENT EQUIPMENT

- New and Replacement \$500,000
- Microcomputer reduction \$1,000,000 (to effect a \$500,000 saving - 50% grant)

FINANCIAL CONSIDERATIONS

Reduction - \$1,000,000

This reduction can be accomplished but should be considered with severe reductions of past two years in mind.

Probable reduction:

- new and replacement equipment - \$500,000
- microcomputer budget - \$1,000,000 (to effect a \$500,000 reduction - 50% revenue grant)

IMPLICATION

- Substantial budget reductions in equipment budget over past two years -- older equipment, substantial increase in repair budget -- longer periods with equipment out of service.
- Complicates preparation of students for demands of business and industry as well as post-secondary institutions.
- Impacts on program relevance.
- Equipment required to partially offset reduction in personnel.
- A \$1,000,000 computer reduction virtually eliminates all computer purchases for 1992.

Prepared by: Administrative Council

Presented by: Associate Director

Approved by: Associate Director

Date: December 4, 1991

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



THE ISSUE

Capital from Current - Line 13....

Total Submitted: \$4,981,800.
 Pro Forma \$3,688,400.
 Proposed Cut \$200,000.

This line in the budget consists of minor renovations identified by the school areas and which have been estimated at more than \$20,000. for each item. Also included on this line are estimates for the following Board Programs, i.e. Dust Collection Systems, Boiler Replacement Programs, Asbestos Abatement Program, Accessibility modifications, Ont. Building & Fire Code upgrades & renovations for Technological Studies upgrades.

FINANCIAL CONSIDERATIONS

The total cut requested to get to the guideline is \$1,293,400., the amount the original submissions are over the guideline, plus an additional \$200,000. reduction or a total of \$1,493,400. In order to achieve this it is proposed to: (1) delete sufficient funds from the original submissions to arrive at the pro-forma target budget objectives suggested for each area and department and (2) to delete an additional proposed amount of \$200,000. on a proportional basis from revised (after step 1) Department and Area submissions. This means a reduction of \$1,347,400. (\$1,247,400. + 100,000.) from the area submissions and \$146,000. (\$46,000. + 100,000.) from the Plant Department.

IMPLICATION

- 1.3 million in high priority Academic identified capital projects will have to be deleted (e.g. elevators, tennis courts, window replacements). Will mean we continue to operate without these additional facilities and improvements.
- \$146,000. reduction in plant programs, including dust collection and asbestos programs. Will mean extension of these programs over a longer period of time and therefore increased cost at a later date.

NOTE:

The above guideline does not include any provision for portables in 1992. Any needs which may be identified later in the year would require an increase in the budget.

Prepared by : _____

Presented by : _____

Approved by : R. T. Orlando

Date : December 4, 1991.

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



THE ISSUE

PERMANENT IMPROVEMENTS line 14Pro Forma = 1,671,805
Proposed cut 100,000

This line in budget consists of minor renovations identified by the school areas and which have been estimated at \$20,000 or less for each item. Also included in this line are improvements recommended by the Plant Department for heating, ventilating and electrical alterations. The line also indicates provision for site work and insurance claims.

FINANCIAL CONSIDERATIONS

. The renovation section of this line accounts for submissions of 88% or approx. 1.5 million of the 1.6 million total submissions. The proposed cut from this section is \$90,000.

. The remaining 2 large sections on this line represent submissions for computers in education and plant department in the amounts of 7% and 5% respectively. The proportional cuts to meet the guideline are proposed at \$6,500 from computers in education and \$3,500 from Plant.

IMPLICATION

- . Each school superintendent will be required to review the permanent improvements submitted and collectively identify items to be considered for possible cuts to meet guidelines in the amount of \$90,000 total.
 - Fewer Minor Renovations.
- . Program Dept. will be required to review the submission of \$116,500 and identify \$6,500 in cuts to meet guidelines.
 - Fewer computer installations.
- . Plant Dept. will reduce submission of \$64,000 by 4% or \$3,500.
 - Reduction in number of permanent improvements recommended.
- . The suggested improvements to improve the environment in our schools will not take place in those locations where the above cuts are made.

Prepared by : _____

Presented by : _____

Approved by : R.T. Orlando _____

Date : December 4, 1991. _____

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

\$100,000 from Rentals

FINANCIAL CONSIDERATIONS

Rentals broken down:

1. Computers (mainframe and micros in the schools). It is impossible to reduce because of the leasing agreements.
2. Rental of recreation centres, pools and arenas (\$760,000).
3. Small amount for pagers – Resource Management Centre (\$40,000)

IMPLICATIONS

Because we have made a commitment to June, all the savings will have to be made for September to December. Therefore, 40% of the budget for the year will have to be found.

- a) \$180,000 will be saved if the total elementary program is deleted.
- b) \$80,000 will be saved if the total secondary and T.R. program is deleted.

Prepared by: _____
Presented by: _____
Approved by: _____

Date: _____

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY

Line 16 - Fees and Contractual Services - HRD



THE ISSUE

As part of the targeted reduction for Line 16 can the projected expenditures in the 1992 Proforma Budget for Medical examinations, legal fees for labour relations and pay equity, and the Employee Assistance Program be cut?

FINANCIAL CONSIDERATIONS

	1991 Budget	Projected 1991 Expenditures	1992 Proforma
Medical Fees, etc.	\$ 8,000	\$ 1,938	\$ 8,500
Employee Accommodation	8,000	--	8,000
Legal/Professional Fees	62,000	92,000	86,500
Employee Assistance Prog.	67,000	34,000	85,000
Total	\$145,000	\$127,938	\$188,000

Proposed Reduction based on flat line 1991 Budget - \$43,000

IMPLICATION

Flat line projection for 1992 Proforma based on 1991 Budget figure of \$145,000 might be realistic if:

- (i) expected EAP expenditure increase of \$30,000 in 1992 for employee consultations is offset by similar reduction in legal fees.
- (ii) legal fees are difficult to estimate as they vary from year to year depending upon number of grievances, labour arbitration cases, legal opinions, pay equity items involving 10 bargaining units, and 1 non-union employee group.
- (iii) expected increase in medical fees under the Board's new policy for Accommodation to be covered by similar reduction in medical fees associated with staff hiring.

Prepared by: Human Resources

Presented by: Bruce Sinclair, Supt. of Human Resources

Approved by: Keith Rielly, Director

Date: December 4, 1991

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



THE ISSUE

The guideline reduction for Fees and Contractual Services was established at \$500,000. To achieve this reduction, H.R.D. have presented savings of \$43,000. The issue is to identify the additional \$457,000.

FINANCIAL CONSIDERATIONS

	<u>'91 Budget</u>	<u>1992 Proforma</u>	<u>Reduction</u>
Transportation	\$5,862,000	\$6,193,000	\$300,000 1
Professional Fees	467,000	489,000	100,000 2
Insurance	369,000	387,000	30,000 3
Other	70,000	77,000	27,000
			\$457,000

IMPLICATION

1. Transportation - The reduction may be achieved through the negotiation of carrier rates and the immediate reconstitution of the Transportation Committee to consider school dismissal times and program related transportation issues.
2. Across-the-Board decrease in consulting fees.
3. Favourable premiums based upon report to O.M.C.

Prepared by: P. Shewfelt

Presented by: P. Shewfelt

Approved by: _____

Date: 1991 12 04

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Line 18 No Provision For Working Capital In 1992

FINANCIAL CONSIDERATIONS

- * Reduce Proforma by \$250,000 (vs \$100,000).

IMPLICATIONS

1. Continue to closely monitor and plan for expenditures and revenues on a cash basis.
2. Will increase internal borrowings (between reserves).

Prepared by : Greg Rutledge
Presented by : Paul E. Shewfelt
Approved by : Keith A. Rielly

Date : 1991 12 03

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Line 20 No Provision For Capital Reserves In 1992

FINANCIAL CONSIDERATIONS

* Reduce Proforma Budget by \$1,000,000

Projected Capital Reserves:

Estimated balance: Dec. 31/91 \$2,700,000

1992

(a) renovations (1,800,000)

(b) net rental income 130,000

Estimated balance Dec. 31/92 1,030,000

1993

(a) renovations (500,000)

(b) net rental income 70,000

Estimated balance Dec. 31/93 600,000

IMPLICATIONS

Debenture These Projects:

(i) Peace Memorial 1,300,000

(ii) Hill Park 800,000

(iii) Hillsdale 900,000

3,000,000

Prepared by : Greg Rutledge
Presented by : Paul E. Shewfelt
Approved by : Keith A. Rielly

Date : 1991 12 04

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Non-mandated Secondary Program

IMPLICATIONS

1. O.S.S.I.S. clearly identifies the mandatory subjects required within the thirty (30) credits for the Diploma.
2. Any courses beyond the required identified subjects could be construed as non-mandatory.
3. This would be somewhat misleading in that regardless of the numbers of course offerings, students will need to be in a class.
4. Given the planning already in place for the 1992-93 year, it would be difficult to implement any major shifts for September 1992.
5. Students, particularly at the senior level, project their courses up to two years in advance related to career planning and post-secondary school entrance.
6. The displacement of teachers from one subject area to another would be significant in terms of inservice transition for staff.
7. Minimum class size determinants would bring into play the existing contractual agreements.
8. Clustering subject/grade offerings would have transportation implications.

COST IMPLICATIONS

- Minimal savings would be accrued in the September to December period.
- Detailed cost implications requires further detailed analysis.

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



THE ISSUE

Eliminate/reduce internal department communication documents including photocopies, updates, newsletters, etc.

FINANCIAL CONSIDERATIONS

Savings in this area would all occur under Line 9, Supplies & Services. The possible savings resulting from this initiative are reflected in the areas of printing and general supplies.

IMPLICATION

Alternative forms of communication will have to be found. These alternatives could include less elaborate printing jobs, reduced distribution, electronic mail, etc. In order to effect this change, Board guidelines must be implemented for the production of internal department communications documents. Any of these documents that must be produced could usually be done in the Printing Department at a lower cost.

Prepared by: Richard Kawai

Presented by: Richard Kawai

Approved by: K. A. Rielly

Date: December 4, 1991

To the Chairman and Members
Budget Review Committee
Hamilton Board of Education

Ladies and Gentlemen :

RE : Significant Items Requiring Adjustments to the 1992 PROFORMA BUDGET

Subsequent to the 1992 Proforma Budget presentation, 1991 06 05 additional information has become available requiring adjustments to the 1992 Proforma.

	1992 <u>PROFORMA</u>	<u>INCREASE</u>	<u>NOTES</u>
LINE 2 EMPLOYEE BENEFITS	\$21,542,000	\$500,000	1
LINE 7 ENERGY	\$5,130,000	<u>\$82,000</u>	2
		\$582,000	

NOTE 1 Relating to Line 2, Statutory Benefits, Unemployment Insurance premiums have been increased over the Proforma estimates by 7.1% producing an additional Board share of \$350,000. As well, OMERS-BASIC announced a further .5% rate increase which will result in a contribution increase of \$150,000. Both increases are effective January 1, 1992.

NOTE 2 Hydro rates for 1992 were estimated to increase by 6%. Recent announcements by Ontario Hydro indicate a 12% increase will be in place for January 1, 1992 thereby understating our 1992 Energy Proforma Budget by \$82,000.

Prepared by : Daryl Sage, Acting Budget Manager
Presented by : Paul E Shewfelt Superintendent of Finance
Approved by : K. A. Rielly Director of Education and Secretary

MINUTES OF THE BUDGET REVIEW COMMITTEE
1991 12 12

URBAN MUNICIPAL

FEB 4 1992

Present: Mrs. Hill (Chairman); Trustees Allen, Bishop, Darby, Hicks, Johnston, Lowe, Mason, Mulholland, Orban, Rodgeron, Rogers, Stewart and Cunningham.

Not Present: Trustees Desmarais, Korz, Paquin, Patenaude and Wilson.

Officials Present:

- K. A. Rielly (Director of Education and Secretary)
- A. Stockwell (Associate Director)
- B. Sinclair (Superintendent of Human Resources)
- P. Shewfelt (Superintendent of Finance and Treasurer)
- D. Skidmore (Superintendent of Program)
- R. Orlando (Superintendent of Plant)
- R. Kawai (Superintendent of Information Management Services)
- N. Nicholls (Superintendent of Schools - Area 2)
- R. Binns (Superintendent of Schools - Area 3)
- P. Gillie (Superintendent of Schools - Area 4)
- G. Rutledge (Controller)
- S. Rogers (Assistant to the Secretary)

In reviewing the process to date and with a view to this meeting and the meetings scheduled for the coming week, Mr. Rielly pointed to the 8.3 million dollars in potential cuts that the trustees will have considered towards the targeted mandate.

The Chairman announced that, as in previous meetings, a show of hands from the trustees would determine a consensus for the direction they wish the officials to pursue regarding the items on the Agenda.

TARGET AREAS FOR REDUCTION:

Tri-Board and City co-operation in appointments of resource staff, sharing services and sharing facilities.

Mr. Rielly reviewed the report. While pointing to limited financial impact on the 1992 budget, he offered that such direction will set the stage for the future. Mr. Rielly also drew attention to the last paragraph under Implications which relayed the ongoing exploration of ways to reduce duplication of services with various community agencies.

Mrs. Bishop requested that a copy of the Board's formal report to the City in response to their request for participation in Hamilton's Strategic Plan be shared with the trustees when it is prepared.

There was consensus from the members to pursue the direction of Tri-Board and City co-operation in appointments of resource staff, sharing services and facilities.

Reduction of the Itinerant Music Program and Itinerant Physical Education Program

Mr. Skidmore, in presenting the report on the Itinerant Music Program, noted that his comments apply to the next item on the agenda as well (Reduction of the Itinerant Physical Education Program) and that these items could be considered together. Noting that anything that is done in this area will directly impact on the Collective Agreement, the officials felt this area could be examined for "how things could be tightened up" to meet the minimum requirements under the Collective Agreement.

Mr. Skidmore, in reply to Mrs. Bishop's questions, said that it is not the intention to remove either physical education or music for grades 4/5 students through the proposed reductions; rather, there will be an attempt to use a combination of music, Core French and physical education to meet the requirements of the Collective Agreement. He added that he could not be any more specific relative to further reductions at this time.

Mr. Allen declared a conflict of interest and said he would not be debating nor voting on these items.

Ms. Orban, citing the importance of culture and health to students, stated her objection to any removal or reduction in the Itinerant Music or Itinerant Physical Education Programs.

Mr. Skidmore replied to Mrs. Rodgeron's question that staff reductions to accomplish the recommendation could be through attrition or redeployment back to the classroom. The impact, therefore, would be on the number of teachers hired in 1992-1993.

There was consensus from the members to pursue the direction of reducing the Itinerant Music Program and the Itinerant Physical Education Program.

Eliminate the Evening School Program

Mr. Skidmore reviewed the implications of this proposal, noting that such is not the recommendation of the officials. He said that all courses are operating at cost efficiency by virtue of implementing the approved recommendations from the Action Team last spring. Highlighting the alternatives as listed in the report under Implications, Mr. Skidmore suggested that there are directions to pursue for further consolidation if the members wish.

Trustees Bishop, Darby, Hicks, Allen, Stewart, Johnston and Rodgeron spoke in opposition to the removal of the evening school program.

Messrs. Darby and Hicks pointed to the possibilities in the alternatives listed in the report; Mrs. Lowe indicated she would support the alternatives, albeit reluctantly. Dr. Johnston questioned the viability of eliminating two or three general interest locations.

Mr. Skidmore confirmed that the General Interest courses are cost recoverable with the increased fees; the shortfall indicated is the carry-over expenses incurred prior to the increase in fees.

Mr. Skidmore replied to a question that school boards have always operated evening school programs at a deficit. He emphasized, however, that the Hamilton Board is making

significant in-roads towards making this program cost recoverable by virtue of the directions approved in the Spring.

Following confirmation of his questions that the Separate School Board does operate evening school programs, including General Interest courses, Mr. Allen observed the zero-based budgeting concept that could be facing the Board.

Mr. Skidmore replied to Mrs. Hill that, while administration could explore the determination of where one or two locations could be eliminated in concert with the Separate School course offerings as well as YMCA and recreation centres, there were many factors to be considered in such a decision, i.e. analysis of existing resources, the degree of demand in certain parts of the city, accessibility, etc.

Mr. Allen suggested that the credit course offerings (i.e. perhaps charging fees for the courses and/or textbooks) be reviewed.

There was consensus from the members to support pursuing the alternatives of eliminating one Credit School location and two or three General Interest locations.

Overtime Payments

At Miss Cunningham's request, Mr. Sinclair defined "administrative areas" (as referenced under Implications) as elementary and secondary school offices, Area offices and departments at the Education Centre.

There was consensus from the members that overtime expenditures be reduced in the 1992 calendar year.

Reduction in Number of Educational Assistants (E.A.'s)

Mr. Stockwell drew attention to the Implications listed on the Report. Indicating this would be a complex reduction to implement, he said it would be a matter of realigning the educational assistants on a seniority basis and re-locating the remaining E.A.s to special needs areas while determining those who have the skills to deal with the needs of students. He noted that the earliest possible move in this direction would be 1992 04 01.

Mr. Stockwell confirmed that the Educational Assistant - S.A.L.E.P. is not part of this report.

Mr. Allen declared a conflict of interest and said he would not be debating nor voting on this item.

Mrs. Bishop and Canon Rogers questioned the value, quality and safety of the JK classes if the student/adult ratio falls to 19/1.

Mr. Stockwell replied that 19 students would be the "trigger" figure and represents a reduction of 32 educational assistants. There are 84 classes with an enrolment of 18 or under; 48 classes have 19 or more. The cluster of enrolment is between 15-22.

Mrs. Mason also opposed the recommendation to reduce the number of educational assistants in the JK classes.

Dr. Johnston, agreeing that 19-1 ratio is questionable, suggested exploring parental assistance or something similar. He said he could not support removing an educational assistant from a class of 18.

Mr. Stockwell concurred that this recommendation is one which the officials wrestled with and is brought with much reluctance. He offered that the only alternative would be the use of parent volunteers and indicated that the principals would be strongly encouraged to pursue this form of assistance. He added, however, that he could not guarantee parental assistance in every class.

Mrs. Bishop responded to a question that the JK program started with a teacher and an educational assistant.

Mrs. Bishop suggested that it may be time to give consideration to eliminating the JK program except in compensatory schools and that the officials be requested to bring back a report on the implications.

Mrs. Hill, observing that the debate thus far would imply that the members would not support the reduction of educational assistants in this regard, indicated she would seek a consensus on Mrs. Bishop's proposal.

Mrs. Rodgerson suggested other options be explored, i.e. volunteers from the Early Childhood Education students at Mohawk College. She requested a breakdown of implications - how many educational assistants are there in compensatory education schools, etc. - be detailed at the next Budget Review Committee meeting to assist the trustees in their decision.

Mrs. Mason questioned whether the offering of a JK class could be contingent upon the school organizing volunteers to assist in the program.

Mr. Stockwell relayed the Ministry requirement that boards do not have to offer JK; however, if it does, the program must be made available to all students.

Mr. Stockwell replied to a question that, according to the collective agreement, a senior kindergarten class cannot exceed 21.5 students, with the maximum for any one class at 28.

Mrs. Lowe suggested striking a lower figure to make the recommendation more palatable, i.e. 15.

Mr. Stockwell agreed that the figure of 19 could be re-adjusted. He noted that there are 16 classes smaller than 15.

Mrs. Lowe did not recall the JK classes starting out in 1978 with educational assistants and asked if that could be reviewed.

Mr. Mulholland said there was a policy established in 1980 where a classroom was not opened for less than 15 students.

Mrs. Hill suggested that if the recommendation in the report is not endorsed, the members could ask for modifications, i.e. the number of classes opened below policy, alternatives to the number of 18, etc.

A consensus was not reached on the reduction in the number of Educational Assistants as detailed in the report.

Moved by Mrs. Bishop: That the officials bring back a report on the implications of eliminating the JK program except in compensatory schools.

Emphasizing her reluctance to put this suggestion forward, Mrs. Bishop noted that the deficit facing the Board warrants such action. The Board has to look at this aspect realistically and offered that the savings realized could enable the Board to deliver quality programs in grades 1, 2 and 3.

Mr. Rielly replied to a query that the Lunchroom Program would be on the 1991 12 18 Agenda of the Budget Review Committee.

Mrs. Hill replied to Mrs. Rodgerson that the proposal in the report was before the trustees in response to their direction.

Ms. Orban pointed to the long-term implications such as the potential overload on the child care services if the JK programs were eliminated.

Mr. Allen suggested that Mrs. Bishop's proposal was educationally viable in that it provided the least amount of harm in an educational sense.

Mrs. Bishop offered that other large urban boards are looking at alternatives to JK and suggested this illustrates the seriousness of current situations.

Miss Cunningham noted the exclusion of compensatory schools in Mrs. Bishop's proposal and questioned the Ministry's guidelines in this regard.

Mr. Stockwell reiterated the Ministry's regulation that the JK program is optional for Boards of Education; however, if a Board chooses to offer JK, it must be made available to all its students.

Miss Cunningham noted the difficulty this proposal must pose for Mrs. Bishop and suggested that information be obtained on other ways of providing this care at lesser costs to the Board.

Calling the question was put to a vote and was CARRIED.

The motion was put to a vote and was CARRIED.

Mrs. Lowe requested a consensus be sought on a further report that would look at modifications to the numbers as listed on the report before the members this evening.

There was consensus from the members to Mrs. Lowe's request.

Internal and External Delivery Services

Mr. Kawai presented the report and, in response to Miss Cunningham, said that the Board truck is part of the Maintenance Department, delivering maintenance and repair materials to the schools. It is not part of the Delivery Services referred to in this report.

There was consensus from the members to consider alternatives to present internal and external delivery services.

Temporary Assistance

Mr. Sinclair reviewed the report and clarified that temporary assistance did not involve staff who are assigned to an approved position, even though it is on a temporary basis (i.e. Asbestos Response Team).

There was consensus from the members for policy modifications that would reduce the temporary assistance expenditures in the Proforma Budget, i.e. replacement for short term and long term absences, special assignments and project work in schools, area offices and the Education Centre.

Student Employment

There was consensus from the members to reduce student employment by 25%, i.e. secondary school libraries, science labs and shops, cutting down the number of summer students in the Plant Department and on textbook assistance.

Combining or Closing Schools

Mr. Stockwell presented the report.

Mr. Stewart suggested this was an ongoing occurrence by virtue of Board policy which specifies a school is examined for closure when its enrolment reaches a certain figure.

Mr. Stockwell agreed but indicated that this proposal would go beyond that policy.

Mr. Mulholland referred to the decision at Operations Management Committee which approved Caledon/Crestwood staying as they are with creative scheduling. Now that one of the principals is retiring, he requested that the officials look at twinning those schools.

Mr. Stockwell replied that the officials are considering that possibility.

There was consensus on the Accommodation Committee considering school closure and combining schools for possible implementation in 1993.

Early Retirement Incentives

Mr. Sinclair presented the report and emphasized the aspect of this proposal that would target selected groups of personnel rather than place an offer before all employees.

Mr. Sinclair acknowledged the plans of the Ontario Municipal Employees' Retirement System (OMERS) to reduce the 90 factor to 85 for retirement but noted that such has not been confirmed by OMERS.

There was consensus from the members for an Early Retirement Incentive Plan directed towards selective individuals in the form of an offer of severance pay for early retirement.

Summer Writing Teams

Mr. Skidmore presented the report. Emphasizing the amount of curriculum that must be dealt with in terms of meeting the Ministry's mandate for 1992-1993, the most that administrative can recommend for reduction is \$29,400.

Miss Cunningham suggested co-operation with other Boards in sharing talents in this area and, therefore, sharing costs.

Mrs. Hill questioned the potential "sale" of curriculum to other Boards and vice versa.

Mr. Skidmore detailed the stages of curriculum development at the Hamilton Board and noted that presentations are anticipated in March or April to demonstrate the progress.

Mr. Skidmore confirmed that investigation is underway relative to the possibility of licensing curriculum developed by Hamilton.

When Ms. Orban questioned the implications of a Tri-Board effort in this regard, Mr. Hicks stated his support for this direction.

There was consensus from the members to a reduction of \$29,400 in the Summer Writing budget.

Elimination of Athletics

Mr. Skidmore presented the report, drawing attention to the possibility that the potential savings could result in a possible loss of 120 students and the accompanying grants. He noted, however, that it was not the officials' recommendation to eliminate the program and offered that there was a possibility that a \$20,000 savings could be realized.

Mr. Hicks spoke in opposition to the elimination of the athletics program, drawing attention to the severe cut backs made last year.

Mr. Stewart concurred with Mr. Hicks' comments but supported Mr. Skidmore's exploring the cutting of \$20,000 from the program.

There was consensus from the members to look at reducing the Athletics budget by \$20,000.

The meeting then adjourned.

READ AND CONFIRMED.

The Board of Directors of the Corporation has the honor to acknowledge the receipt of your letter of the 15th inst. regarding the proposed amendment to the Charter of the Corporation. The Board has considered the same and has decided to recommend to the stockholders that they vote in favor of the amendment. The Board believes that the amendment is in the best interests of the Corporation and its stockholders.

Very respectfully,
The Board of Directors

Mr. J. H. Smith, President of the Corporation, has the honor to acknowledge the receipt of your letter of the 15th inst. regarding the proposed amendment to the Charter of the Corporation. The Board has considered the same and has decided to recommend to the stockholders that they vote in favor of the amendment. The Board believes that the amendment is in the best interests of the Corporation and its stockholders.

Very respectfully,
The Board of Directors

The Board of Directors of the Corporation has the honor to acknowledge the receipt of your letter of the 15th inst. regarding the proposed amendment to the Charter of the Corporation. The Board has considered the same and has decided to recommend to the stockholders that they vote in favor of the amendment. The Board believes that the amendment is in the best interests of the Corporation and its stockholders.

Very respectfully,
The Board of Directors

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

Tri-board and City cooperation in appointments of resource staff, sharing services and sharing facilities

FINANCIAL CONSIDERATIONS

Although the financial savings may be limited for the 1992 budget, there is potential for savings if new methods of operation are developed and duplication of some services can be eliminated.

IMPLICATIONS

Could result in cutback or elimination of duplication of services, accommodations, purchasing and the development and delivery of programs.

The sensitivities associated with local jurisdictions, traditions and religion would have to be addressed as planning takes place over the next few months. The Chairmen and directors of each jurisdiction have shown a strong willingness to work collaboratively in this direction. Officials at City Hall are also interested in pursuing more effective ways to reduce costs of operations.

Ongoing discussions are taking place with the Assistant Deputy Ministers of Education, Health, COMSOC and Recreation with Directors of Education of the Central Ontario Region, to explore ways of reducing duplication of services with various community agencies.

Prepared by : Keith Rielly
Presented by : Keith Rielly
Approved by : _____

Date : 12 December 1991

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Removal of Itinerant Music

FINANCIAL CONSIDERATIONS

39.8 teachers (1991-92)

38.3 teachers (1992-93)

A 1.5 full-time equivalent savings.

Projected Savings for 1992: \$30,000 (September to December)

Projected Savings for 1993: \$75,000

IMPLICATIONS

The contract states that there must be 150 minutes of release time. Grades 1, 2 and 3 have only music and physical education to work with. Grades 4 and 5 also have French. The 150 minutes of release time must be covered by qualified teachers. Primary/junior students receive 60 minutes of music per week. Therefore, the ability to reduce in this area is very limited.

This will create significant difficulty in timetabling teachers in more than one school.

Prepared by: R. Weil, J. Henry

Presented by: _____

Approved by: D. Skidmore

Date: December 12, 1991

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Removal of Itinerant Physical Education

FINANCIAL CONSIDERATIONS

62.2 teachers (1991-92)

60.0 teachers (1992-93)

A 2.2 full-time equivalent savings.

Projected Savings for 1992: \$44,000 (September to December)

Projected Savings for 1993: \$110,000

IMPLICATIONS

The contract states that there must be 150 minutes of release time. Grades 1, 2 and 3 have only music and physical education to work with. Grades 4 and 5 also have French. The 150 minutes of release time must be covered by qualified teachers. Primary/junior students receive 90 minutes of physical education per week. Therefore, the ability to reduce in this area is very limited.

This will create significant difficulty in timetabling teachers in more than one school.

Prepared by: B. Chapman, J. Henry

Presented by: _____

Approved by: D. Skidmore

Date: December 12, 1991

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Removal of Evening School Program

FINANCIAL CONSIDERATIONS

1991 Analysis	Program	Cost	Revenue
	Credit	\$464,263.17	\$477,919.75
	General Interest	206,749.31	183,670.84
	Administration	109,043.73	
	Materials	38,360.00	
		<u>\$818,416.21</u>	<u>\$661,590.59</u>

Deficit: \$156,825.62

Projected Savings for 1992: \$62,730.25 (September to December)

IMPLICATIONS

If all night school programs were cancelled:

- Severe implications for OAC students who are completing university qualifications or improving marks.
- A larger number of students would lose the opportunity to complete grade 12.
- Significant numbers of adults would not have general interest courses available to them.
- The negative impact on our public relations would be substantial.

Alternatives:

- Eliminate one Credit School location.
- Eliminate two or three General Interest locations.
- Would result in an approximate annual savings of \$40,000 to \$50,000.

Prepared by: B. Leedale, J. Henry

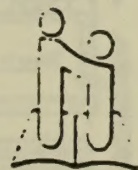
Presented by: _____

Approved by: D. Skidmore

Date: December 12, 1991

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



LINE 1 - OVERTIME PAYMENTS

THE ISSUE

What policy modification can the Board put in place to reduce overtime expenditures in the 1992 calendar year, and how much overtime monies can be reduced from the 1992 Proforma Budget? Overtime expenditures are incurred in the Plant Department for rental activities and to replace absent employees; and in central administration and school offices to meet regular workloads and special requirements.

FINANCIAL CONSIDERATIONS

A lump sum provision in the amount of approximately \$600,000 was placed in the 1992 Proforma to cover overtime expenditures. Expenditures as of the end of November, 1991 total \$535,000. About \$480,000 is attributable to the Plant Department - about 65% for rental and school activities and 35% for absences. Propose a reduction of \$75,000 per annum in overtime by 50% cut in administration areas and 10% in the Plant Department.

IMPLICATION

Will require a policy restricting paid overtime in administrative areas to emergency work only, and more use of lieu time off rather than payment. In the Plant Department, some absent employees will not be replaced and work schedules will have to be altered for other employees. This type of practice was introduced in 1991 and has resulted in some savings in the Plant Department.

Prepared by: Human Resources

Presented by: Bruce Sinclair, Supt. of Human Resources

Approved by: Keith Reilly, Director

Date: December 11, 1991

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Reduction in Number of Educational Assistants

FINANCIAL CONSIDERATIONS

Total Number of Educational Assistants (F.T.E.) 230.2

Proposed Reduction (F.T.E.) 32

Possible Financial Savings

April 1/92 \$464,000

Sept. 1/92 \$290,000

IMPLICATIONS

Educational Assistants would be retained for the following:

- all Compensatory Education schools
- all special needs classes
- all special needs students requiring individual Educational Assistants
- all Writing to Read classes
- all Junior Kindergarten classes of 19 or more students

Prepared by : Administrative Council
Presented by : A. L. Stockwell
Approved by : K. A. Rielly

Date : 1991 12 12

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY



THE ISSUE

Consider alternatives to present internal and external delivery services.

FINANCIAL CONSIDERATIONS

Except for one permanent position, the internal and external delivery services are contracted out. Savings in this area, based on alternative arrangements, have been reflected in reductions to Line 9, Supplies and Services - Cartage.

IMPLICATION

- Reduction in service frequency.
- Loss of ability to respond to emergency service requests.
- Turnaround time would be longer for equipment repair, curriculum/media materials, mail and supplies.

Prepared by: Richard Kawai

Presented by: Richard Kawai

Approved by: K. A. Rielly

Date: December 12, 1991

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



LINE 1 - TEMPORARY ASSISTANCE

THE ISSUE

What policy modifications are required to reduce the temporary assistance expenditures in the Proforma Budget. These expenditures cover replacement for short term and long term absences, special assignments and project work in schools, area offices and in the Education Centre.

FINANCIAL CONSIDERATIONS

The provisions in the 1992 Proforma were approximately \$950,000 and expenditures to-date are \$937,000..

Propose a reduction of \$200,000 in the Proforma Budget.

IMPLICATION

The proposed reduction would necessitate that all temporary or casual employees not occupying an approved position in the complement would be laid off commencing in January, 1992. Continuation of the practice of no replacements for short term absences in the Education Centre and Secondary School Offices.

Prepared by: Human Resources

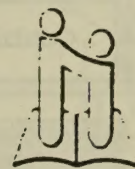
Presented by: Bruce Sinclair, Supt. of Human Resources

Approved by: Keith Rielly, Director

Date: December 11, 1991

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



LINE 1 - STUDENT EMPLOYMENT

THE ISSUE

Whether expenditures for student employment can be reduced in the Proforma Budget. Students are used in the secondary schools in libraries, science labs and shops, and for summer employment on textbooks, cutting grass, in the warehouse and maintenance shop.

FINANCIAL CONSIDERATIONS

The 1992 Proforma projected expenditures are approximately \$260,000 and 1992 expenditures at \$205,000. A combination of flat-lining expenditures to last year and a reduction of 25% would produce a savings of \$95,000.

IMPLICATION

The 25% reduction would come about as a result of employing fewer students during the year in our secondary school libraries, science labs and shops, and cutting down on the number of summer students employed in the Plant Dept. and on textbook assistance.

Prepared by: Human Resources

Presented by: Bruce Sinclair, Supt. of Human Resources

Approved by: Keith Rielly, Director

Date: December 11, 1991

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

ISSUES

Combining or Closing Schools

FINANCIAL CONSIDERATIONS

The accommodation committee will consider school closure and combining schools for possible implementation in 1993.

Because of the planning time required and the time required to implement a school policy, no savings can be achieved in the 1992 budget.

IMPLICATIONS

It is important that the community be appropriately consulted and that the school closure policy be followed.

Prepared by : Administrative Council
Presented by : A. L. Stockwell
Approved by : K. A. Rielly

Date : 1991 12 12

1992 BUDGET REDUCTION CONSIDERATIONS

MANAGEMENT SUMMARY



LINE 1 - EARLY RETIREMENT INCENTIVES

THE ISSUE

Whether an Early Retirement Incentive Plan would benefit the system by encouraging older employees to retire earlier than otherwise, by attracting younger employees at lesser salaries; by providing increased mobility flexibility and promotional opportunities.

FINANCIAL CONSIDERATIONS

A previous study on E.R.I.P. concluded that it was difficult to estimate the cost or savings of such a plan since no way of knowing when employees would have retired in any event. E.R.I.P. can end up costing the Board more than it saves if payout greater than savings achieved from additional early retirements. No evidence that E.R.I.P.'s result in employees retiring earlier than planned. Most school boards who entered into such plans several years ago are trying to negotiate their way out of them at this time.

IMPLICATION

An E.R.I.P. which is applied accross the system does not efficiently target savings. Savings can occur where retirements are brought about earlier than otherwise planned, and where some of the positions need not be filled. If the E.R.I.P. plan was directed towards selective individuals, in the form of an offer of severance pay for early retirement, then savings could be projected. The Board may wish to pursue such a strategy as part of any plan to downsize the administrative organization.

Prepared by: Human Resources

Presented by: Bruce Sinclair, Supt. of Human Resources

Approved by: Keith Rielly, Director

Date: December 11, 1991

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Summer Writing

FINANCIAL CONSIDERATIONS

- Total projected budget is \$229,400.
- 1991 budget was reduced by \$361,000 in this area.
- Minimum budget required is \$200,000.
- Reduction of \$29,400.

IMPLICATIONS

Curriculum to finish:

- English Continuum (Gr. 7-OAC) – Desperately needed to implement the new English guidelines.
- Family Studies Continuum (Gr. 6-8)

Curriculum to start:

- New Design and Technology Guideline (Gr. 7-12)
- Environmental Course (Gr. 12) – Joint Geography and Science
- Social Studies (Gr. 4-6)

Prepared by: J. Henry
Presented by: _____
Approved by: D. Skidmore

Date: December 12, 1991

1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Elimination of Athletics

FINANCIAL CONSIDERATIONS

The projected school budget for 1992 is \$422,150. This includes all costs: equipment, facilities rentals, transportation, referees' fees, administrative salaries, etc.

Projected Savings for 1992: \$168,860 (September to December)

IMPLICATIONS

1. Coaches are not paid for coaching activities. Therefore all cost factors are based on equipment, facilities, transportation, referees, etc.
2. Significant numbers of students might choose to attend an alternate school system.
3. To demonstrate the financial implications, assume a possible loss of 120 students at an estimated cost of \$300,000. Annually, this would be \$750,000.

This is likely a very conservative estimate in terms of student loss.

Prepared by: B. Chapman, J. Henry
Presented by: _____
Approved by: D. Skidmore

Date: December 12, 1991

MANAGEMENT SUMMARY

THE ISSUE

Introduction of a new...

STUDY OBJECTIVES

The purpose of this study is to determine the effect of the new...

CONCLUSIONS

1. The results of the study indicate that the new...
 2. To determine the effect of the new...
 3. The results of the study indicate that the new...
- This is likely a very conservative estimate in terms of...

MINUTES OF THE BUDGET REVIEW COMMITTEE

1991 12 18

Present: Mrs. Hill (Chairman); Trustees Allen, Bishop, Darby, Desmarais, Hicks, Johnston, Korz, Mason, Mulholland, Orban, Rodgerson, Rogers, Stewart, Wilson and Cunningham.

Not Present: Trustees Lowe, Paquin and Patenaude.

Officials Present: K. Rielly, Director of Education and Secretary
A. Stockwell, Associate Director
B. Sinclair, Superintendent of Human Resources
P. Shewfelt, Superintendent of Finance and Treasurer
D. Skidmore, Superintendent of Program
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools, Area 1
N. Nicholls, Superintendent of Schools, Area 2
R. Binns, Superintendent of Schools, Area 3
P. Gillie, Superintendent of Schools, Area 4
G. Rutledge, Controller
S. Rogers, Assistant to the Secretary

TARGET AREAS FOR REDUCTION

Consider alternatives to financing the Lunchroom Program

Mr. Stockwell, in reviewing the report and the alternatives as listed, drew attention to the officials' recommendation that there be no further adjustments to the Lunchroom Program.

Mrs. Bishop, referring to a lunchroom program which parents pay for on a volunteer basis, questioned whether such an approach was worth investigating.

Mr. Stockwell replied that the officials have not considered this aspect but, noting while there are obvious draw-backs such as young children carrying money back and forth, the administration costs of collecting and accounting, etc., indicated that they would be prepared to look at the program in Toronto to determine its success.

Mr. Stockwell confirmed that the Lunchroom Program operates city-wide as the Board is obliged to provide, at no cost, a lunchroom program to any student who wishes to remain at school through the lunch period.

Mr. Stockwell added that while they require an indication from parents that a student will stay over lunch, the school does not have the prerogative to say that because a child lives across the street she/he cannot stay.

Mr. Stockwell clarified that lunch itself is not provided but that the supervision is at no cost.

Ms. Wilson relayed the current situation at the Wentworth County Board whereby teachers provide supervision, generally for 20-30 minutes at a time. She suggested that some consideration could be given to developing a similar plan in Hamilton.

Mr. Stockwell noted the Board's obligation to provide teachers with 40 minutes of unobstructed lunch time.

In response to Mr. Hicks, Mr. Stockwell stated that the Hamilton Board has not required teachers to supervise during the lunch hour. While there is not a contractual clause to prevent such, he felt it would cause enormous concern from the teachers and Federations.

Mr. Sinclair clarified that the situation goes beyond the "practice" of the Board. There is a Letter of Intent which specifies the Board will endeavour to provide teachers with a lunch period which is free from supervisory duties. In addition, the Education Act requires that 40 minutes of unobstructed time must be provided for lunch.

Mr. Sinclair explained that this Letter of Intent does not prohibit the Board from exploring alternatives but it does point to an understanding between the Board and the Federation.

Mr. Hicks requested that this Letter of Intent be shared with the trustees.

In response to Mr. Hicks' question, Mrs. Bishop said that the separate school board's lunch program is run by parents and volunteers, adding that they have visited our programs because of the difficulties they experience in operating that program.

Mr. Hicks requested that a report on the lunchroom programs at the Wentworth County, Halton and the Separate School Boards be presented at the next budget meeting, including the enrolments and methods of operation.

Ms. Wilson emphasized that this is one area where substantial budget cuts could be realized without being detrimental to the students. She suggested that there are ways to manipulate timetables to ensure each teacher receives 40 minutes of free time.

Mr. Stewart declared a conflict of interest and indicated he would not be discussing this item.

Mrs. Hill added that a "patrol" system in the halls vs. a supervisor for each classroom could reduce the number of lunchroom supervisors.

Mr. Stockwell agreed but noted that the current ratio was developed on an instructional program vs. a supervisory program, i.e. providing various activities and games.

Ms. Orban, having been involved in in-service sessions for the lunchroom supervisors, indicated that their current role is very involved and provides behaviour management.

Mr. Skidmore, at Mr. Mulholland's request, commented that the lunchroom staff in Hamilton is second to none in the Province. He offered that there are alternatives such as to reduce the hours of work and/or increase the staff/student ratio. He also noted the inquiries that come from other Boards regarding Hamilton's program and the behavioural support that is provided.

Mr. Skidmore illustrated that an average reduction of 15 minutes per hour per person would result in approximately 110 hours per day or \$200,000 over the school year.

Mr. Stockwell replied to a question that he felt it was not feasible to reduce the lunch hour for the students, citing the importance of a break from sustained education especially for young children.

Mrs. Hill called for and received Consensus on the officials reporting back on:

- (a) the organization of the lunchroom programs at the Halton, Wentworth County and the Separate School Boards;
- (b) cost-saving alternatives for the Hamilton Board

It was clarified that this could result in a emphasis on "supervision" rather than a "instructional" lunch program. In addition, "who" would be responsible for the supervision would be explored.

Other Considerations

Books, Films and Software

Mr. Rielly reported that, in addition to the approved cuts to the Books, Films and Software budget, the officials have determined that an additional cut of \$600,000 is possible.

Mr. Korz, in suggesting that savings could be realized if some allowance were made for re-direction of funds from one budgeted area to another, asked if the Superintendents of Schools could facilitate such, particularly in this budget year.

A discussion followed on the mechanics of the Board's internal accounting system. Mr. Shewfelt pointed out that, at this time, the accounting system is dictated by the Board and the Ontario Government. While some reasonable flexibility is allowed, adhering to the regulations does limit the flexibility to re-allocate budgeted funds from one account to another. Mr. Shewfelt, in being held accountable for the results, noted the added difficulties of providing disclosure to the Board regarding re-allocations plus the lack of technology to be able to do so efficiently and effectively.

There was consensus from the members on cutting an additional \$600,000 from the Books, Films and Software Budget (total \$1,110,000).

The members then met in-camera.

The meeting adjourned.

READ AND CONFIRMED.

.....
Chairman.

the first section of the report, the author discusses the importance of the study and the objectives of the research. The second section describes the methodology used in the study, including the data collection and analysis techniques. The third section presents the results of the study, and the fourth section discusses the conclusions and implications of the findings. The report is written in a clear and concise style, and the data is presented in a logical and organized manner. The author's conclusions are well-supported by the evidence presented in the study, and the implications of the findings are clearly stated. The report is a valuable contribution to the field of research, and it provides a clear and detailed account of the study and its findings.

The author of this report is a highly qualified and experienced researcher, and the study is a well-planned and executed piece of research. The results of the study are presented in a clear and concise manner, and the conclusions are well-supported by the evidence. The report is a valuable contribution to the field of research, and it provides a clear and detailed account of the study and its findings.

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1992 BUDGET REDUCTION CONSIDERATIONS MANAGEMENT SUMMARY

THE ISSUE

Lunchroom Program – Alternative Methods of Funding

FINANCIAL CONSIDERATIONS

Regulation 704/78 requires the principal of a school to provide for adequate supervision during the lunch program.

Alternative #1: Contract Out

Cost Implications: No saving to the Board on initial review. Would necessitate the hiring of a company to re-organize and manage the program.

Alternative #2: Parent Pay (See Education Act, 1974 and Ministry of Education memo of March 4, 1980)

Cost Implications: Since it is the obligation of the board to provide a supervised lunchroom program, we would have to continue to provide a service free of charge, as well as manage a voluntary parent-pay program.

Alternative #3: Further Tightening of Lunchroom Program

As a result of the ratio increase of 1990, some students have to sit on the floor due to lack of seating. Supervisors are fund-raising to purchase noontime supplies since the total budget of \$25,000 was deleted in 1990.

IMPLICATIONS

We would not recommend the introduction of a voluntary parent-pay lunchroom program for the following reasons:

- the previous parent-pay lunchroom program (H.E.L.P.) died out very quickly after the compulsory free lunchroom program was implemented,
- added administrative costs.

In light of last year's tightening of the lunchroom program, further adjustments are not recommended at this time.

Prepared by: M. Avery
Presented by: D. Skidmore
Approved by: K. A. Rielly

Date: December 18, 1991



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